

DOING MENTAL HEALTH DIFFERENTLY

A Mental Health & Wellbeing Strategy For Trafford 2024 - 2028

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Disability (Trafford) NHS Greater Manchester Integrated Care

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INTRODUCTION

- We all have mental health – in the same way we all have physical health. Sometimes our mental health is good and sometimes our mental health is not so good. Sometimes we become ill
- As an Integrated Care System we have a responsibility to deliver NHS England's 10-year plan for mental health. However, we know that simply delivering that will not change the way people experience and understand their mental health and wellbeing
- Our mental health and wellbeing are impacted by more than the services we provide. Tackling poor mental health involves improving mental wellbeing for the whole population as well as preventing and reducing mental illness
- We all have roles and responsibilities in improving mental health and wellbeing and we want this strategy to be developed and actioned jointly, alongside the people who live and work in Trafford
- We understand that the mental health and wellbeing of those who live in Trafford is also impacted by the many different organisations and support offers that exist across our borough
- We know we need to do more in terms of prevention and early intervention. However, we need to balance this with the fact that we know people will continue to require specialist mental health services
- This Mental Health and Wellbeing Strategy for Trafford is all-age and builds on our interim Mental Health and Wellbeing Strategy. Although many of our aspirations and objectives have not changed, we are aware that the world we exist in has
- This refreshed strategy seeks to join the dots and look at how together we can tackle, head on, the greatest challenges we face as a borough to improve the mental health and wellbeing of people living in Trafford.

IMPROVEMENTS CAN ONLY BE MADE ONCE THE WHOLE SYSTEM UNDERSTANDS THE PROBLEMS

Our services need the infrastructure and flexibility to provide practical help to people experiencing mental health problems in their own lives. To achieve this:

- We will need to be clear as to how and where services are designed and delivered. Delivering services at scale is essential if we are to maximise often-scarce resources and many services will therefore be designed to serve significantly larger populations than just Trafford. For example, one of our NHS Mental Health providers works across a footprint encompassing Trafford, Manchester, Salford Wigan and Bolton. This creates opportunities for efficiencies.
- However, it will be equally important to understand which services need to be delivered locally, and how local initiatives, such as Trafford's Neighbourhood Programme, can enable truly joined up approaches to mental health and wellbeing. It will also be important to have robust local quality and performance oversight so we can understand the impact of new ways of commissioning and delivery upon our citizens and feed this into strategic, operational and contract monitoring forums
- Systems need to be flexible to work with people on their terms and in a place, time and manner that works for them. This is a particular issue for people who are experiencing a range of issues at the same time. This has been strongly reflected in the stories we have heard from our *Citizen's Forum* with many people stressing how important it is that they are able to receive help and support in places where they feel safe and comfortable
- Staff working with people in formal mental health and broader public services want to work in a person-centred way, so we need to give staff the confidence, time, training, and freedom to do this
- We need to ensure that responses to mental health and wellbeing issues are not only driven by risk, thresholds, or conventions - but by peoples' needs in the context of their own lived experience
- We need to make sure we can respond to people before their mental health or wellbeing worsens and before they reach a crisis point. Trafford's local VCFSE crisis provision demonstrates how effective co-produced, person-centred initiatives can be
- We must move away from relying on emergency referral routes and move towards proactive and open engagement. We need to respond to people in a manner, time, and place which suits them
- We must continue, and where possible, expand our support for complementary offers in the Voluntary Community, Faith and Social Enterprise (VCFSE) sector or within the community. We must continue to actively support and mainstream these offers. Trafford's *Living Well* service is a contractual partnership between the NHS and a local VCFSE organisation and this has revolutionised access to social prescribing for adults experiencing mental health and wellbeing challenges whilst also developing the cultures of both organisations in support of trauma informed, truly person-centred care and support. There are many other examples in Trafford from our excellent partners in children's and young people's mental health (42nd Street and KOOTH as examples) to Age UK Trafford, the Trafford Carers Centre and Rape Crisis Trafford.

The commissioning process can create complexity through a lack of integrated budgets and commissioning processes across health services, other public services and the VCSE sector. We must bring resources together and test new ways of commissioning with people and communities.

We need to bring together leaders across services for the public, which enables the system to focus on the needs of individuals and communities rather than the needs of organisations and programme areas. We need to have a shared language around how to address the mental health challenges we face as a city region

Mental Health in Context

Around **80,000** people in Greater Manchester are in contact with mental health services each month.

1 in 5 working-age adults



are economically inactive, more than the national average.

££££££££

Greater Manchester still invests 8.5% less money in mental health per head overall than the England average (£192.88 compared with £210.86).



On March 31, 2020

3,304

households were in temporary accommodation across Greater Manchester. Of these, **63%** were households with **children**.



37% of Black secondary school pupils in Greater Manchester **experience discrimination because of race, skin colour or where they were born.**

More children in Greater Manchester **live in poverty**. More children are **in the looked-after system**, a number that is increasing.



School readiness for all pupils has been improving steadily in Greater Manchester but is **still behind the national average.**



Covid mortality rates were 25% higher in Greater Manchester than in England at the height of the pandemic.



The population of Greater Manchester grew to **2.8million in 2021**. A rise of **6.9%** from 2011.

The number of people living in the City of Manchester has grown **36.3%** over the last 30 years.

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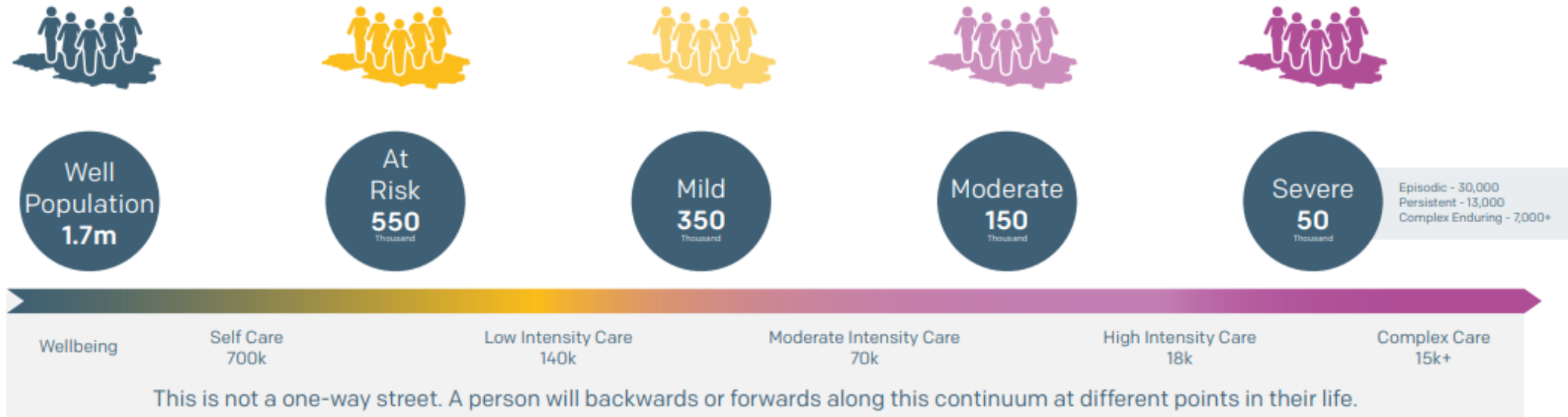
Older people who self-harm are at three times greater risk of suicide than younger people who self-harm.



Those with serious mental illness are experiencing **inequality in life expectancy, dying on average 17 years earlier for men and 15 years earlier for women earlier than the general population.**



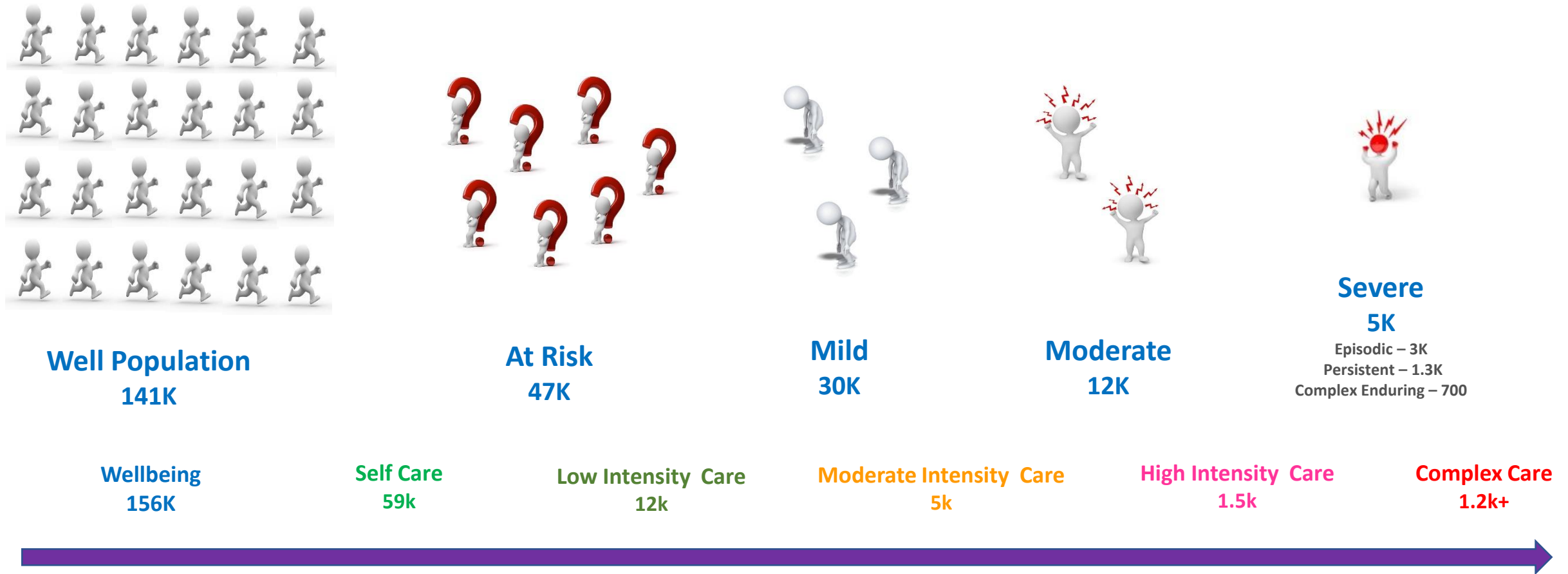
Estimated spectrum of mental health need across Greater Manchester population



Estimated number of people (adults and children) in each group based on their mental health state over 12 months
 People categorised as having a mental health problem (mild/moderate/severe) if they had an episode in a calendar year
 Categorised at risk if they had an emerging symptom within a 12 month period, an episode of in the year before or were children/parents of a person presenting with mental health problems

Based on the Productivity Commission Issues Paper into the Social and Economic Benefits of Improving MH (Jan 2019)

ESTIMATED SPECTRUM OF MENTAL HEALTH NEED ACROSS TRAFFORD POPULATION



Based on 2021 Census population figure of 235,100 (3.8% population growth from 2011)

Estimated number of people (adults and children) in each group based on their mental health state over 12 months

People categorised as having a mental health problem (mild/moderate/severe) if they had an episode in a calendar year

Categorised at risk if they had an emerging symptom within a 12 month period, an episode of in the year before or were children/parents of a person presenting with mental health problems

Based on the Productivity Commission Issues Paper into the Social and Economic Benefits of Improving MH (Jan 2019)

WHAT WE ARE DOING IS GOOD, BUT MORE IS NEEDED

While there are many great examples in Trafford of our work to respond to various mental health and wellbeing issues, we know we can do more. We know that mental health problems affect certain groups of people more than others. Providing access to support and appropriate treatment that meets the needs of people is important. Given the centrality of mental health and wellbeing to everything, this strategy is purposefully ambitious, not just in setting out what we need to do but also in how we need to do it. The challenge is to ask how we can bring all our expertise, knowledge, resources and relationships together to improve all citizens' mental wellbeing and respond to mental health issues in a flexible, person-centred.

The NHS, in its many forms, can only do so much. It can provide services and entry to opportunities but we need more than that to achieve our vision. We need to think optimistically and more broadly about solutions. This is about more than how we spend NHS money. We have to think differently about how we access all available budgets and work together as an integrated public service system (including the VCFSE) in partnership with residents and communities



WE HAVE TO TAKE A WHOLE SYSTEM, WHOLE SOCIETY APPROACH.

No single agency, body or organisation can solve the mental health and wellbeing challenges faced by Trafford's citizens.

This strategy is a 'system wide' strategy, recognising that mental health is influenced by various issues, from formal health services, to social, cultural, environmental and economic conditions, to community, individual and family circumstances.

We are clear that our strategic approach must span and balance the medical and social models, without subscribing exclusively to one or the other. This strategy recognises the value of statutory, formal and informal support as well as the broader influences on mental health such as our position in society, our work, family, housing or access to money, etc.

The Greater Manchester Integrated Care System (GMICS) and the Trafford Locality Board (TLB) together provide an opportunity to take a very different approach to creating a mentally healthy borough, as part of a whole system, whole society approach.

We want to use this refreshed strategy to unite the different approaches to improving mental health in Trafford. Some solutions will include better provision of services for those who have distinct mental ill health. Other solutions can be broader, involving us all working more closely together to build community health through housing, education, lifestyle and cultural bases.

It is not just about sharing budgets. It is about sharing ideology, outcomes and aspirations.

Living Well In Trafford

- The development of living well services began in Lambeth, Greater London and was adopted as a national development programme led by areas such as Edinburgh, Luton, Salford and Tameside and Glossop*
- As this work was progressing Trafford, in 2018, commissioned a Primary Care Mental Health & Wellbeing Service which brought together our NHS mental health provider with a VCFSE organisation (BlueSci) to support the 900 people each year experiencing mental health and wellbeing problems too complex to be managed by their GP but not reaching the criteria designed to manage access to specialist services*
- Living Well Trafford was co-designed and co-produced by the Trafford Collaborative - a multi-sector partnership including clinical and non-clinical staff from GMMH, VCFSE organisations, and most importantly people with lived experience of using community mental health services, to make sure that the service was fit for purpose for anyone who needs it. Over 200 stories were heard, and it was clear that our citizens wanted their service to be underpinned by an understanding of how trauma impacts our health and wellbeing and to simplify access to care and support including to the wide range of social support available via statutory but also, and perhaps more fundamentally, VCFSE and other community groups and resources*
- Living Well Trafford is now operational across the North and West of our borough with full roll-out by the beginning of 2024/2025. The service works collaboratively enabling different services to support individuals whilst at the same time focusing on what matters to the person and not driven by their diagnosis. Trafford Living Well collaborates with a wide range of partners both formally and informally which impacts significantly on the lives of people living with mental illness. This includes relationships with housing providers, the local authority, drug and alcohol services, local police, and physical health services*
- The power of lived experience continues to be a huge part of the Living Well Trafford offer. Peer Support Workers act as experts by experience, able to connect with people from a place of understanding because they know what it is like to walk in their shoes.*

OUR OVERALL
APPROACH TO
TRAFFORD'S
MENTAL HEALTH
AND WELLBEING
STRATEGY WILL BE
FUELLED BY:



VISION: A MENTALLY HEALTHY TRAFFORD WHERE EVERY CHILD, ADULT AND PLACE MATTER



1. PEOPLE WILL BE PART OF MENTALLY HEALTHY, SAFE AND SUPPORTIVE FAMILIES, WORKPLACES AND COMMUNITIES



Greater Manchester
Integrated Care

Commitment by all sectors to work together on a delivery plan focused on missions to improve the mental health and wellbeing of citizens

- Further integration of mental health offers into Early Help, family support, housing, employment, social prescribing, schools and education
- Development of evidence-based interventions in early years settings supporting social and emotional development. Building upon approaches including 'Think Equal'
- All agencies support and enable a comprehensive and consistent, community-led 'Live Well' offer in all communities across Trafford (regardless of the postcode and including alternative psychosocial, biological, social and spiritual offers)
- Employees in areas outside of mental health services have a good understanding of mental health and wellbeing issues and can offer enhanced responses to communities (equally, those in mental health services can offer an enhanced response and connection to contextual issues, e.g. Trauma-Informed, Poverty awareness, fundamental issues – housing, finance, relationships, etc)
- Further integration of the mental health support available through community spaces into neighbourhood plans and teams as part of place-based working (e.g. cost of living, food/warm banks, ageing well-related offers).

Examples of work already underway:

	Headline Activities	Next Steps
Families	<p>Working towards developing a Start for Life offer which supports PIMH (Parent and Infant Mental Health)</p> <p>Headstart programme commissioned – primary to secondary school transition</p>	Support development of PIMH pathway
Workplaces	<p>Trafford Health and Wellbeing Board mental health deep dive has set a SMART goal for all Employers that sit on the Board to commit to becoming Living Wage accredited and that a third commit to work towards the Good Employment Charter by April 2024.</p> <p>Council Health & Wellbeing Programme</p> <p>Growth team business bulletin – article on positive mental wellbeing – reaches 775 contacts including large international businesses such as Kellogg's and Amazon as well as sole traders</p>	<p>Member organisations to review existing commitment or current progress towards accreditation and sign up to the Charter and to report status back to H&WBB on a bi-monthly basis to April 2024</p> <p>PH Linking with HR to support campaigns around positive mental wellbeing</p>
Communities	Neighbourhood plans include strategic priorities on mental health	Social isolation and loneliness amongst older people have been highlighted as priority areas in the South neighbourhood. Work is underway to evaluate use of community venues to promote further engagement with older people

2. People's quality of life will improve through inclusive, timely access to appropriate high-quality mental health information, support and services.

Commitment by all sectors to work together on a delivery plan focused on missions to improve the mental health and wellbeing of citizens

- Ensure we have a sustainable workforce that is supported to provide the best possible person-centred care that is recovery focused
- Adopt a ‘no wrong door’ approach, which means no referrals are rejected
- Provide clear, accessible care pathways for people, integrating mental wellbeing, social care and physical health
- Ensure that all our services recover from the effects of the pandemic as effectively and fairly as possible, including further development to ensure adequate workforce capacity across GM to deliver mental health and wellbeing support
- Create a system that provides integrated, 24/7, all-age access for service users, including those with multiple complex needs. No person should fall through the gaps between services or their operating hours.

Examples of work already underway:

Headline Activities	Next Steps
<p>PH contributing to GM development group for e-learning module around mental wellbeing (what is MH/spot the signs/how to have a conversation)</p> <p>Contributing to GM campaign around mental wellbeing</p> <p>GM workforce training offer – shared widely with Trafford partners</p> <p>Improved partnership working with ICB and Trafford on health comms including from GM</p>	<p>Money and Mental Health event planned to take place at Stretford Public Hall as part of Suicide prevention Month of Hope where we are aiming to train up to 50 frontline staff and volunteers in the VCFSE sector</p> <p>Development of PH Padlet – mental health and wellbeing, self-care etc</p> <p>Weekly spotlight on mental health in the VCFSE bulletin.</p>
<p>Example – older adults: Partners on the Age Well Board are active in using their social media channels to promote the IAPT talking therapies service via the national NHS Better Mental Health ‘Help’ campaign, Every Mind Matters ‘Lift someone out of loneliness’ campaign and the Greater Manchester older people’s mental health campaign ‘Don’t brush it under the carpet’. Age UK Trafford are a key partner supporting the local distribution of printed campaign materials</p>	
<p>Trafford Age UK continues to provide specialist dementia day support services and respite support for carers. The African Caribbean Care Group (ACCG) and Voice of BME Trafford provide bespoke activities for those from ethnically diverse backgrounds.</p>	

3. People with long-term mental health conditions will live longer and lead fulfilling and healthy lives

Commitment by all sectors to work together on a delivery plan focused on missions to improve the mental health and wellbeing of citizens

- People with long-term mental health conditions will be supported to achieve their best physical health status, ensuring services identify and equip people to address health-risky behaviours in a human and holistic manner
- Work collaboratively across organisational and service boundaries to ensure young people have a smooth and supported service, including age-appropriate support at transition points
- Complete the transformation of community mental health support for adults
- Develop our system, services and staff to ensure we can empower and equip people to receive integrated, flexible and multi-agency responses that reflect their individual complexities. These will specifically address those who experience multiple disadvantages and co-occurring conditions
- Create opportunities for facilitating learning, collaboration, innovation and research to reduce stigma, raise awareness around mental health and drive continuous improvements in availability, access and quality of care.

Examples of work already underway:

Headline Activities	Next Steps
<p>Trafford Council have commissioned BlueSci community mental health and wellbeing services to deliver a new specialist stop smoking service for those on the SMI register. This service will support those on discharge from inpatient mental health support and residents already living in the community with an SMI need. This service will include behavioural support, nicotine replacement therapy and e-cigarettes</p> <p>Supported work on quality of SMI health checks by ensuring that GPs have sufficient information about services to refer into where identified need via a health check</p>	<p>Long term conditions are highlighted in the Suicide Prevention Strategy and the next steps are to understand what support is in place and identify any gaps.</p>
<p>Involvement of MH services in stakeholder groups for leisure centre investment programme. Advanced discussions on co-location of MH services (specifically Talking Therapies and Living Well) within Partington Leisure Centre</p> <p>Physical activity referral scheme includes physical and mental health conditions as referral reasons and MH professionals are able to refer into programme.</p>	

4. People will be comfortable talking about their mental health and wellbeing and will be actively involved in any support and care that they receive



Commitment by all sectors to work together on a delivery plan focused on missions to improve the mental health and wellbeing of citizens

- Peer support and advocacy opportunities available for all those within the mental health and wellbeing system
- Lived experience leadership embedded across the system(s) with a practical and integrated offer developed and implemented
- Roll out targeted campaigns and literacy programmes promoting mental health knowledge and support available to empower the people to have greater control over their mental health and support needs
- Build capability, capacity and confidence of the wider public to enable them to have mental wellbeing and suicide prevention conversations
- Working with the Good Employment charter, all GM employers will be offered to promote a psychologically safe culture, including providing mental-health-literacy training to all employees and training leaders as well as managers to recognise signs of distress

Examples of work already underway:

Headline Activities	Next Steps
<p>PH support with selection process for allocation of MHSTs</p>	<p>Awaiting next wave of funding to expand Mental Health Support Teams in schools (2024/25)</p> <p>Health for Teens website being implemented to provide information and advice for teenagers</p>
<p>Trafford PH actively promotes the GM mental health and wellbeing, and suicide prevention training offers via Children’s Services, Schools, Primary Care, VCFSE sector, Suicide Prevention Board, Mental Health workforce and wider Public Health Team.</p>	<p>PH have secured budget to commission suicide prevention training for non-MH partners. Use local intelligence to focus on specific sectors for training delivery</p> <p>Trafford Community Collective bidding for suicide prevention focused grant government grant for the VCFSE sector for targeted populations with support from PH. We will use intelligence from our RTSS Data to inform this.</p>
<p>A refreshed Trafford Suicide Prevention Strategy (2022-2025) sets out a vision to make Trafford a place where suicide prevention is everyone’s business and where people should not feel like suicide is their only option.</p>	<p>We are working collaboratively with partners on the Suicide Prevention Partnership Board to take forward actions including targeting populations known to be at greater risk, to provide information, signposting and support for mental wellbeing and suicide prevention and supporting our workforce and residents to feel confident and skilled to have conversations about mental health and suicide.</p>

5. The mental health and wellbeing system recognises the inequality, discrimination and structural inequity people experience and are committed to developing more inclusive services and opportunities that people identify with and are able to access and benefit from

Commitment by all sectors to work together on a delivery plan focused on missions to improve the mental health and wellbeing of citizens

- Support historically excluded groups and people with expertise through experience into employment opportunities to create a workforce that represents and is better able to support the population it serves
- Invest in a system that embraces and learns from partners and experts. The system should be open to challenge and support as we adapt to more inclusive approaches and services
- Expansion and integration of culturally appropriate services across the system that better tackle structural inequity
- Create the ability to respond effectively to continual change in the social and political landscape, this includes increasing mental health investment long term to better enable universal and equitable coverage of core mental health service
- Make sure that people with complex and intersectional needs can access and get support from all services by adapting them to meet their cultural, social and economic conditions.

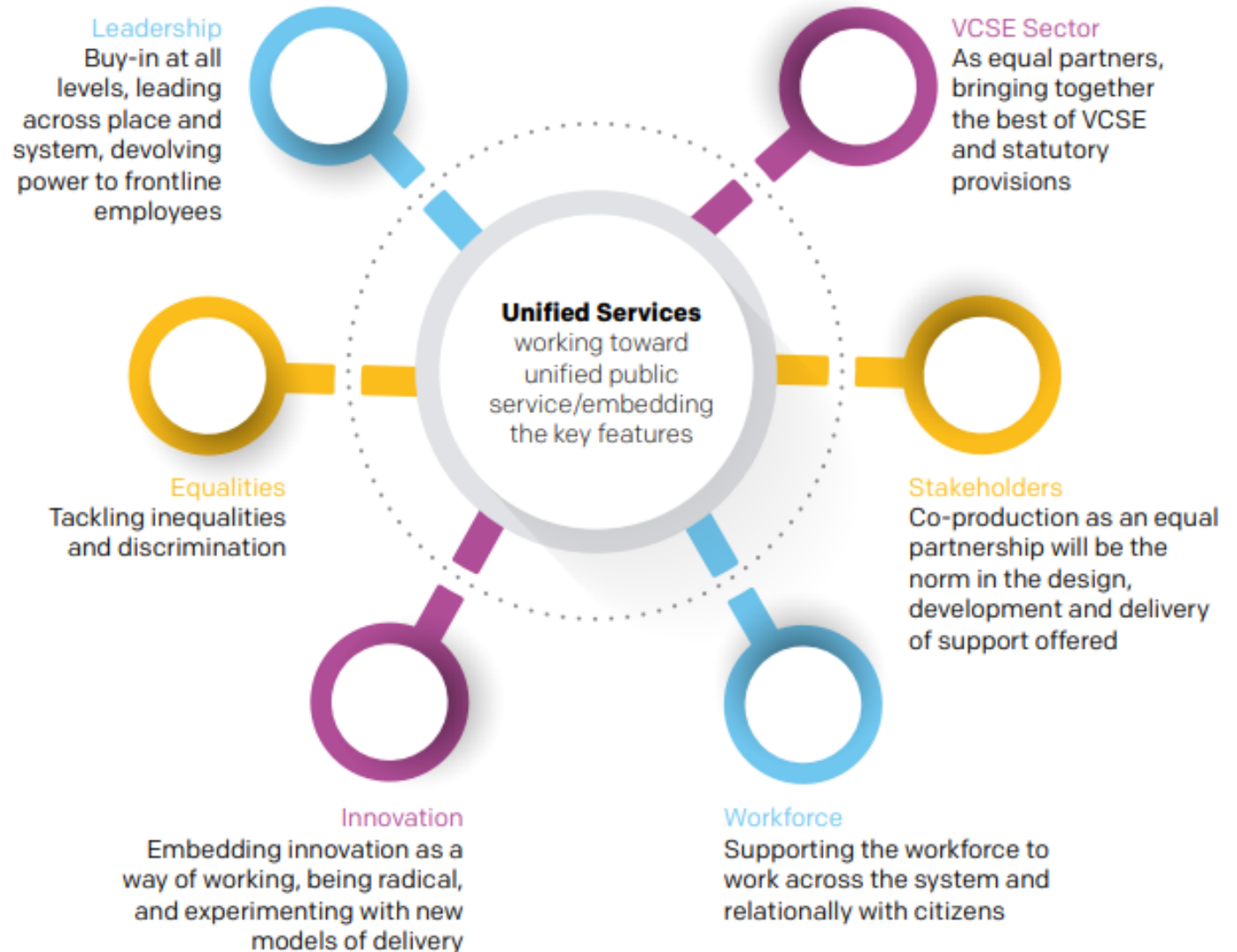
Examples of work already underway:

Headline Activities	Next Steps
<p>There is a high prevalence of co-occurring conditions in mental health and alcohol/drug treatment populations in community settings, evidence suggests that people are frequently unable to access care from services. We have identified a priority to improve the referral pathways between healthcare settings and drug and alcohol treatment services.</p>	<p>Trafford mental health services and substance misuse services have planned an away day in September to come together and plan better working relationships between the two sectors.</p>
<p>Tackling mental health and isolation is one of four key recommendations from the Trafford Poverty Truth Commission. This has also fed into Trafford's refreshed Poverty Strategy</p> <p>Trafford's public health team has worked with Greater Manchester Health and Social Care Partnership, the Centre for Mental Health and Trafford residents, service users, commissioners and providers to build a greater understanding of the main drivers of inequalities in mental health, and the complexity of the system that results in poor mental health amongst Trafford's residents.</p>	<p>Insights from the Poverty Truth Commission and mental health inequalities work to be reflected in Trafford's all-age mental health & wellbeing strategy.</p>

Enablers and ways of working:

The building blocks for achieving our goals and how we work across the system are as important as what we are trying to achieve. Without certain enabling conditions in place, we will not be able to achieve our goals. Ways of working are central to the Greater Manchester Strategy - the diagram on the right illustrates the areas most relevant to our Mental Health and Wellbeing Strategy.

Governance/Accountability – shared across the system



Capacity and resource – shared across the system

Our Missions

Our missions are for the benefit of every single person in Trafford and not limited to any particular group or cohort.

This strategy aims to provide us with a set of missions which if applied will remove barriers from marginalised populations who we know have suffered from a lack of care and support.

We also have a part to play in Greater Manchester as a whole becoming a mentally healthy city region.

Achieving this vision is dependent upon a strong partnership approach that takes positive action across the areas highlighted within the five missions. This means working in partnership with the public, VCSE and Private sector to enable them to continue to take responsibility and provide leadership on aspects of this strategy.

Insights & Data

Trafford's Locality Board collects and has access to substantial levels of intelligence and data. We will utilise and, where necessary develop, a variety of sources to hone our vision and shared missions and ensure prioritisation and delivery.

Citizen Engagement

Much work to assess need and engage communities and service users has been completed across Greater Manchester through The GM Big Conversation, Greater Manchester Residents' Surveys, The Big Mental Wellbeing Conversation, and the Mental Wellbeing and Disability report.

In Trafford we have engaged widely with our citizens in the design of our *Living Well* services and in the development of our neighbourhood plans for example.

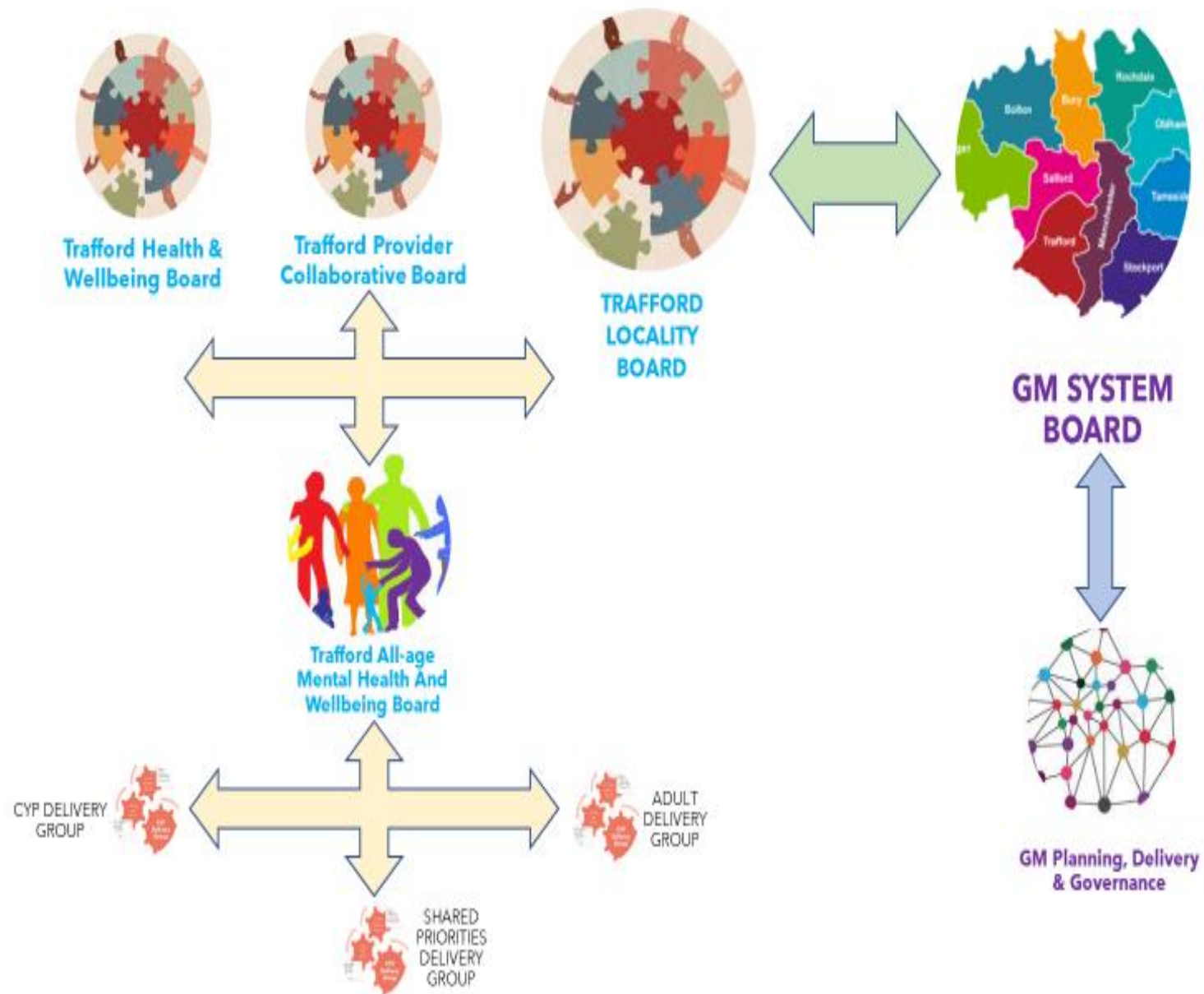
This is by no means reflective of every group and community across Trafford and we are committed to build on this as we bring this strategy to life. We will continue to explore insights from our citizens and lived experience leaders to ensure that our system, services and staff are equipped to do what it takes to adapt to and meet peoples need rather than trying to provide the same offer to everyone

Stakeholder Engagement

Stakeholder engagement has been and will continue to be critical to ensure system-wide ownership of this strategy. This strategy has been developed through the *Trafford Integrated Mental health Transformation Group* which brings together a wide range of partners. Going forward the strategy will be finalised and implemented using new an all age governance structure described below.

The Trafford strategy is based upon the draft Greater Manchester Mental Health & Wellbeing Strategy which has been discussed at board sessions in individual organisations across GM and other key forums in the system, including; the GM Integrated Care Board, GM Clinical Effectiveness Group, GM Health and Care Joint Planning and Delivery Committee, GM MH Blue Light Mental Health Response, GM VCSE leadership Group, GM Reform Board, GM Directors of Public Health, as well as individual locality mental health board meetings.

GOVERNANCE



NEXT STEPS

Consultation	01.10.2023 – 01.02.2024
Finalise Strategy (Confirm Priorities and Staging and build in additional examples of work underway and good practice from Trafford's CYP, Adult, Older Adult and Public Health)	01.10.2023 – 01.03.2024
Develop Delivery Plans, Reporting & Governance Structures	01.10.2023 – 01.04.24
Implementation / Launch	01.04.2024



SUGGESTIONS & QUESTIONS

