

## TRAFFORD COUNCIL

**REPORT TO:** Health Scrutiny Committee  
**DATE:** 17 November 2021  
**REPORT FOR:** Information  
**REPORT OF:** Ric Taylor, Lead Commissioner Mental health & Learning Disability, NHS Trafford CCG

### Report Title

**TRAFFORD MENTAL HEALTH & WELLBEING STRATEGY**

### Summary

This report:

- Provides a copy of Trafford's (interim) Mental Health & Wellbeing Strategy (Appendix 1)
- Provides background to the development of the strategy including details of Trafford's *Integrated Mental Health Transformation Group* and its terms of reference
- Provides an overview of development work to date
- Highlights forthcoming plans and challenges.

### Recommendation(s)

That the Committee note the contents of this report.

### Contact person for access to background papers and further information:

Name: Ric Taylor, Lead Commissioner Mental Health & Learning Disability, NHS Trafford CCG

Contact: [ric.taylor@nhs.net](mailto:ric.taylor@nhs.net) / 07971483702 / 0161 912 4201

## 1. BACKGROUND

1.1 In January 2020, NHS England published the NHS Long Term Plan<sup>1</sup> which outlines the ambition to reduce divides between primary and community care, and reduce pressure on hospital services, with a proportionally higher rate of investment in mental health services. Its focus is to enable personalised support and control, with digitally assisted and integrated care models to tackle health inequalities, enhance quality of care and improve social outcomes for local populations.

1.2 A review of the mental health vision for Trafford has been in development for some time, formerly under the Mental Health Partnership Board. However, in March 2020 the COVID-19 outbreak reached pandemic scale, and the developing plans were put on hold as the multi-agency emergency response was implemented across the Trafford Health and Social Care System.

1.3 In March 2020, the government issued COVID 19 guidance for hospital discharge which covers all discharge from secondary care; and guidance related to the Care Act Easements which are in place for up to 2 years.

1.4 During July 2020, the integrated Recovery Plan identified a need to refresh the Mental Health priorities within Trafford, to reflect and learn from the innovations and new ways of working during the Covid crisis, and to develop a new Trafford Mental Health Strategy which draws upon the existing ambitions of the Five Year Forward View for Mental Health<sup>2</sup> (FYFVMH) and the expanded objectives of the NHS Long Term Plan, and which is aligned to the joint strategic priorities of Trafford local authority and NHS Trafford CCG via the joint Locality Plan.

- Living Well at Home
- Step Closer to Home
- Short Stay in Hospital
- In My Community

1.5 Trafford Integrated Mental Health Transformation Group (TIMHTG) has subsequently been established (replacing the disestablished Mental Health Partnership Board) to oversee the new strategy development, and to monitor the delivery of the strategy via the institution of several Design Groups, which will each tackle a key priority area and oversee associated projects/work streams. Its membership consists of:

- NHS Trafford CCG Director of Commissioning - CHAIR
- Director for Adult Social Services, Trafford Council
- Director of Public Health, Trafford
- Chair, Healthwatch Trafford
- Director of All Age Commissioning, TC
- Lead Commissioner Mental Health & Learning Disability, NHS Trafford CCG

---

<sup>1</sup> <https://www.longtermplan.nhs.uk/wp-content/uploads/2019/08/nhs-long-term-plan-version-1.2.pdf>

<sup>2</sup> <https://www.england.nhs.uk/wp-content/uploads/2016/02/Mental-Health-Taskforce-FYFV-final.pdf>

- Director of Operations, Greater Manchester Mental Health NHS Foundation Trust
- Associate Director of Operations, Greater Manchester Mental Health NHS Foundation Trust

Associate members of the group are:

- Associate Director of Commissioning, NHS Trafford CCG
- Associate Chief Finance Officer, NHS Trafford CCG
- Adults Finance Manager, TC
- Citizen Representative – BlueSci
- VCFSE Representatives
- Performance lead, NHS Trafford CCG
- Programme Management Office lead, TC/TCCG
- Trafford Provider Collaborative
- Local Care Organisation lead
- Primary Care Network lead
- Digital Strategy lead
- Human Resources lead
- MH&LD Development and Improvement Manager, NHS TCCG

1.6 The high level purpose of the transformation group is:

- To oversee the development of a new Trafford Mental Health Strategy and to report on progress to the Living Well at Home Strategic Design Group.
- To set, drive and monitor the delivery of the Trafford Integrated Mental Health Strategy through strategic task and finish subgroups overseen by a Living Well Locality Redesign Group, using local and national datasets including the Joint Strategic Needs Assessment to understand the evidence-base and measure change.
- To ensure the strategy and associated work programmes are person-centred, asset-based, and that co-production values remain at the heart of commissioning and quality improvement.
- To ensure the joint vision of health and social care partners incorporates national and Greater Manchester health and social care “must-dos” alongside local needs and priorities, place-based approaches and partnership between the Trafford Provider Collaborative, Local Care Organisation, Primary Care Networks and Voluntary, Community and Social Enterprise (VCSE) sector.

1.7 The (interim) Mental health & Wellbeing Strategy established five broad areas of focus for 2021/2022:

- The development of broad underpinning ‘enablers’
- Ensuring Trafford’s ‘core’ mental health services – community and inpatient – are resilient and fit for purpose
- Beginning the reform and redesign of our mental health and wellbeing offer to Trafford’s citizens
- Early intervention and preventative approaches
- Reducing mental health inequalities.

## 2 DEVELOPMENT WORK TO DATE

### 2.1 Enablers

2.1.1 Performance – integrated Trafford performance dashboard now in development using the Tableau system

2.1.2 Finance - reconciliation work completed to support understanding of system flows and investment potential including an audit of care packages and placements noting proportion placed out of area and the impact both for costs, patient experience and accommodation challenges

2.1.3 Strategic Estates - team reviewing key MH estates issues, and connecting to Living Well Locality Design Group

2.1.4 Engagement and co-production:

- Socialising the Strategy (Trafford Community Collective Mental Health Reference Group, Trafford Partnership, Health Scrutiny Committee)
- CCG grant-funded workshops and carer engagement by Trafford Community Collective
- Trafford Citizens Forum commissioned by Trafford CCG and now providing regular feedback and themes to TIMHTG and Living Well sub-group
- 3 meetings held 1:1 with Trafford Citizen Forum service users and commissioners. Regular monthly meetings are now in place
- Inclusion of broader representation of stakeholders in Living Well Locality Design Group

### 2.2 Resilience

2.2.1 Bluesci@Night Crisis Café pilot<sup>3</sup> has been implemented with a proposal to further extend currently being reviewed by the Greater Manchester Health and Care Partnership

2.2.2 ASC/ADHD Waiting List Initiative commenced across GMMH Footprint

2.2.3 Dementia Care Homes for people with Challenging Behaviour commissioned

2.2.4 Delayed Transfer Of Care (DToC) and Length Of Stay (LOS) remedial work progressing (Perfect Week)

### 2.3 Reform and Redesign

2.3.1 Living Well<sup>4</sup> Locality Design Group established, linking to NHS England Health Innovation Unit and GMMH footprint design work

---

<sup>3</sup> Bluesci currently deliver the *Bluesci at Night Crisis Cafe* at its Old Trafford Wellbeing Centre, Seymour Grove. The Bluesci extended hours service aims to reduce footfall through the GMMH/MFT Mental Health Liaison Service/Emergency Department. The service provides an alternative diversion for individuals experiencing a deterioration in their mental health that require support and engagement within a safe environment. The service offers a wide range of support, conversational assessment, information, advice and guidance and brief interventions to help reduce the risk of a crisis. Practitioners can also refer or direct individuals to other services who are best placed to support their needs. The service, overseen by a service manager currently operates between the hours: of 8pm-1am Monday-Friday and 5pm - 1am Saturday-Sunday. During these periods the service is staffed by a service lead and two wellbeing practitioners. Greater Manchester Mental Health NHS Foundation Trust's (GMMH) *Trafford Home Based Treatment Team* is also based within the service and work closely with the team providing a seamless integration between statutory and VCFSE provision. The service began operation in August 2020

<sup>4</sup> *Living Well* began as a three year programme creating new systems of mental health support across the UK, inspired by a model developed in Lambeth, South London. The Living Well programme was awarded £3.4 million in National Lottery funding to support new local partnerships in Edinburgh, Luton, Salford, and Tameside & Glossop to develop their own version of a Living Well system. The aim was that these new Living Well systems would become leading, internationally recognised examples of an innovative way to help people achieve

- 2.3.2 Review of other models undertaken and coproduction work has commenced with key stakeholders.
- 2.4 Health Inequalities
  - 2.4.1 Severe Mental Illness (SMI) Physical Health Check Working Group meeting monthly with action plan implemented
  - 2.4.2 SMI cancer screening included in GP *Network Contract Directed Enhanced* (DES) for early cancer detection
  - 2.4.3 Trafford Council and Trafford CCG Commissioners working with Public Health colleagues on SMI specialist smoking cessation/e-cigarette service
- 2.5 Prevention and Early Intervention
  - 2.5.1 Public Health MH Project Manager recruited
  - 2.5.2 Living Well In My Community (LWIMC) MH Awareness and Training workstream – MH First Aid funding approved and service in development with the Counselling and Family Centre<sup>5</sup>
  - 2.5.3 Menopause support group and Making Every Contact Count (MECC) Menopause training module developed by Bluesci; PCN MECC MH pilot project delivered.

### **3 FORTHCOMING PLANS AND CHALLENGES**

- 3.1 2021/2022 Quarter 3 Plans
  - 3.1.1 Enablers
    - 3.1.1.1 Expansion of the interim strategy to include strategic priorities and plans for children's and young people's mental health services with a particular emphasis on establishing work programmes to review and improve transitional planning (March 2022)
    - 3.1.1.2 Performance Dashboard phase 1 to be completed on Tableau (Dec 2021)
    - 3.1.1.3 Finance to clarify NHS Long Term Plan investment streams to support 2021–2024 strategic planning.
  - 3.1.2 Resilience
    - 3.1.2.1 Measure system impact of Bluesci@Night crisis café
    - 3.1.2.2 Work with GMMH to review options for future ADHD/ASC service in view of current capacity/demand risks
    - 3.1.2.3 Support to the wider system for winter resilience via DTOC programme, and also grantfunds (We have encouraged and supported commissioned VCFSE service to apply for various grants to reduce A&E pressures/crisis/early help etc).

---

good mental health in community and primary care settings. The approach is now being scaled across the NHS in the UK, transforming current provision offered by GPs and community and mental health teams. Trafford is building upon its Primary Care Mental Health Team and extensive community assets including its excellent VCFSE partners, social prescribing networks, Primary Care Networks, COVID Hubs and libraries to develop its own programme as part of a wider programme of work to redesign primary and community mental health services.

<sup>5</sup> <https://www.thecfc.org.uk/about-altrincham-cfc>

### 3.1.3 Reform and redesign

- 3.1.3.1 Develop first draft Living Well project plan (Dec 2021)
- 3.1.3.2 Co-produce final Living Well model proposal
- 3.1.3.3 Shared Care Prescribing Protocol (working party established)

### 3.1.4 Health Inequalities

- 3.1.4.1 Public Health Project Manager in post
- 3.1.4.2 Review priorities with Centre for Mental Health funding
- 3.1.4.3 Align with Health and Wellbeing Board / Live Well Board priorities

### 3.1.5 Prevention and early Intervention

- 3.1.5.1 LWIMC MH Awareness and Training grant funding from Trafford Housing Trust Crisis Fund enabling roll out of *Making Every Contact Counts* (mental health) to Adult Social Care, Library Staff, Hub leads, VCFSE leads to train frontline staff across Trafford in a Train the Trainer model
- 3.1.5.2 Wider Living Well Locality Design Group co-production – joining up care navigation, social prescribing, community asset growth and sustainability.

## 3.2 Future Challenges

### 3.2.1 Two significant challenges exist:

#### 3.2.1.1 Autistic Spectrum Conditions (ASC) / Attention Deficit Hyperactivity Disorder (ADHD) demand and capacity:

There is a risk that the current GMMH ASC/ADHD Waiting List Initiative (started June 2021) will provide insufficient capacity to meet the level of ongoing demand due to the increasing rate of new referrals. This issue has now been prioritised by the TIMRG with work underway to implement remedial measures including work with the Greater Manchester Health and care Partnership and our lead mental health provider, GMMH

#### 3.2.1.2 Workforce resilience/recovery:

Significant workforce pressures are being experienced across our integrated systems resulting in a risk to the achievement of mental health performance objectives and NHSLTP planning and implementation due to the potential for increased demand in the Covid recovery period (placing pressure on services and potentially necessitating re-prioritisation of resources).

APPENDIX 1

TRAFFORD  
MENTAL  
HEALTH  
AND  
WELLBEING  
STRATEGY  
2021-22

Interim V4.2  
RT 16.04.2021



Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

CONTENTS

TRAFFORD'S VISION	Slide 3
FOREWORD	Slide 4
STRATEGIC ALIGNMENT	Slide 7
ALL AGE THRIVE	Slide 10
INTRODUCTION	Slide 12
COVID 19	Slide 16
STIGMA AND MICONCEPTIONS	Slide 18
MENTAL HEALTH TRANSFORMATION IN TRAFFORD	Slide 19
THE NHS LONG TERM PLAN FOR MENTAL HEALTH 2019-2024	Slide 20
TRAFFORD'S JOINT SRTATEGIC NEEDS ASSESSMENT	Slide 22
WHAT ARE WE GOING TO DO DURING 2021/2022?	Slide 27
GOVERNANCE & REPORTING	Slide 35
GLOSSARY & REFERENCES	Slide 36

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

# TRAFFORD'S VISION

Trafford will be a borough where we focus as much upon preventing mental ill health as on its consequences. It will be where good mental health, parity of esteem between mental and physical health, a good start in life, a family approach to mental wellbeing, the ability to adapt and manage adversity and the recognition of the wider factors affecting mental health are supported throughout the life course: from preparing for a new baby, into adulthood and older age to dying, death and bereavement.

11 years ago the Marmot Review *Fair Society Healthy Lives* concluded that reducing health inequalities would require action on six policy objectives which still underpin Trafford's vision:

1. Give every child the best start in life
2. Enable all children, young people and adults to maximise their capabilities and have control over their lives
3. Create fair employment and good work for all
4. Ensure healthy standard of living for all
5. Create and develop healthy and sustainable places and communities
6. Strengthen the role and impact of ill-health prevention.



Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

## FOREWORD

**Trafford's Mental Health & Wellbeing Strategy 2021-2022 is for the whole population and has been developed by Trafford's Integrated Mental Health Transformation Group.**

This group includes representatives from:

- Trafford Council
- NHS Trafford Clinical Commissioning Group (CCG)
- Greater Manchester Mental Health NHS Foundation Trust (GMMH)
- Manchester University NHS Foundation Trust (MFT)
- Healthwatch Trafford

In addition to the steering group, extensive engagement has been carried out with Trafford service user and carer groups, staff focus groups, partnerships and workshops with the VCSE sector. Our thanks go to THRIVE Trafford and BlueSci in particular for their support.



Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER



# FOREWORD

This interim strategy aims to enable all parts of the wider system in Trafford to think about how to support good mental health and wellbeing.

Since the NHS was founded in 1948 great steps have been taken in the identification and treatment of mental ill health and also in our understanding of the predominantly social determinants of mental health and wellbeing.

Trafford residents now have access to a wide range of mental health and wellbeing support. But there is still much more to be done to ensure parity of esteem between mental and physical healthcare, and to break down the stigma that prevents many people with serious mental health problems from seeking or receiving the care they need and deserve.

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

# FOREWORD

**This one-year strategy outlines how we propose to:**

- Develop an all age, integrated Mental Health and Wellbeing Strategy by 2022 using the All Age THRIVE Framework as our guide. That strategy will align with the *Trafford Locality Plan* and run through until 2024. For this interim strategy we are focusing on adults 18 years plus.
- Implement a new Section 75 agreement between GMMH and Trafford Council
- Complete a review of social work within integrated community mental health teams (Social Work for Better Mental Health).
- Ensure an increased focus on the needs of older people with functional mental health disorders as dementia is the subject of a separate strategy.
- Place citizen engagement and co-production at the heart of everything we do
- Establish an understanding of what money is being spent on mental health and wellbeing across the system and whether it is achieving the outcomes we expect
- Ensure Trafford's 'core' mental health services are resilient and fit for purpose paying particular attention to the impact of the COVID pandemic
- Begin the reform and re design of our mental health and wellbeing offer to Trafford's citizens
- Maintain our focus upon achieving parity of esteem between mental and physical health with a particular emphasis on physical health checks for people with severe mental illnesses
- Prioritise early intervention and wherever possible the prevention of mental ill health. In particular we will work closely with schools, employers, housing providers and others to ensure we take every opportunity to promote good mental health
- Ensure that the wider determinants of mental health are properly understood so we can address endemic inequality and ensure our citizens and communities are able to build resilience.

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

# STRATEGIC ALIGNMENT



## This strategy aligns with:

- The NHS Long Term Plan
- The Greater Manchester Health & Social Care Partnership's Population Health Plan
- The Trafford Together Locality Plan
- The Health and Well Being Strategy for Trafford
- The Trafford Dementia Strategy

### The NHS Long Term Plan



Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

# STRATEGIC ALIGNMENT

## NHS Planning Priorities 2021/22

- Supporting the health and wellbeing of staff and taking action on recruitment and retention
- Delivering the NHS COVID vaccination programme and continuing to meet the needs of patients with COVID-19
- Building on what we have learned during the pandemic to transform the delivery of services, accelerate the restoration of elective and cancer care and manage the increasing demand on mental health services
- Expanding primary care capacity to improve access, local health outcomes and address health inequalities
- Transforming community and urgent and emergency care to prevent inappropriate attendance at emergency departments (ED), improve timely admission to hospital for ED patients and reduce length of stay
- Working collaboratively across systems to deliver on these priorities.

NHS planning priorities highlight the health and wellbeing of staff, managing the demand on mental health services and preventing the inappropriate use of emergency departments. Whilst many of these objectives are reflected in this strategy as specific mental health and wellbeing work streams, all areas of the NHS guidance demand a consideration of parity of esteem and it will be important for mental health and wellbeing to be central to how the system delivers against these priorities.

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

## STRATEGIC ALIGNMENT

This strategy recognises that the determinants of mental health and wellbeing are wide-ranging and many existing strategies and programmes of work are underway in Trafford to help reduce inequality and improve lives.

This strategy does not seek to duplicate work already underway, rather complement and support its delivery.



Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

## ALL AGE THRIVE

The THRIVE Framework conceptualises mental health and wellbeing within five needs-based groupings and establishes 8 principles which we believe should underpin the development of Trafford's mental health and wellbeing strategy :



Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

# ALL AGE THRIVE

## The THRIVE Framework - 8 principles:

1. **Common language** – a shared language which everyone can understand
2. **Needs-led** – rather than diagnostic led which allows support regardless of diagnosis with a clear focus on need and a recognition that need will naturally fluctuate over time and in response to circumstances
3. **Shared decision-making** at every level is at the heart of the THRIVE Framework for system change
4. **Proactive prevention and promotion** – is everyone's business and the framework enables us all to come together to ensure that this happens in every service (whether that is Social Care Health, Education, VCSE, Police, and Job Centres etc.) and every community. The importance of identifying and proactively working with particularly vulnerable groups cannot be over-emphasised
5. **Partnership working** – working together to support and improve mental health is vital
6. **Outcome informed** – shared understanding of what we are trying to achieve by agreeing shared outcomes from the outset and understanding early on where these are not being achieved
7. **Reducing stigma** – we cannot emphasise enough that mental health is everyone's business and we need to reduce the stigma which surrounds poor mental health
8. **Accessibility** – the whole THRIVE system needs to be accessible to all and at all levels.

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

## INTRODUCTION

**Mental health challenges touch every life in Trafford:** from a mother struggling with post-natal depression to a young person struggling in school. To a colleague absent from work to someone struggling with a long-term physical health condition. To an elderly relative living with dementia to a family coping with bereavement following the death of a loved one. We have all seen, and often personally felt and experienced, the impact of mental health problems.

Most mental health difficulties are preventable and most people recover from or manage their mental health difficulties with the right support to live meaningful, healthy, productive lives.

Our guiding ambition for mental health and wellbeing is simple and, if realised, will change and save lives.

We will promote wellbeing and parity of esteem, prevent mental health difficulties and provide support for mental health problems with the same commitment, passion and drive as we do for physical health problems so that the needs of our citizens are prioritised, decisions shared and services co-produced; all of this achieved using a common language we can all understand.

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

# INTRODUCTION

**We would like all Trafford's citizens to be able to say:**

- I can have hope, flourish – live my best life, achieve my goals, and connect deeply with others
- I can be open about my mental health and wellbeing without fear of judgement
- I am supported to maintain my own health and wellbeing at home and in my community
- I can access information, advice or support quickly and easily
- I am asked about my views. I feel listened to, understood and respected
- I am given choice and control. Decisions are made with me, not for me
- My physical and mental health needs are assessed and considered together
- I receive support that is tailored to my individual needs, rather than a diagnosis
- I know that the people who support me are also supported
- I feel respected and am treated with dignity
- I can choose where, and with whom information about my health is shared.

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

# INTRODUCTION

Improving child and adult mental health, narrowing the gap in life expectancy, and ensuring parity of esteem with physical health are fundamental to unlocking the power and potential of Trafford's communities.

There is no health without mental health – it is a positive resource that allows us to fulfil our potential, cope with the normal stresses of life, work productively, and contribute to our community.

Shifting the focus of care to prevention, early intervention and resilience and delivering a sustainable mental health system in Trafford will require simplified and strengthened leadership and accountability across the whole system.

Enabling resilient communities, engaging inclusive employers and working in partnership with our third sector colleagues can transform the mental health and wellbeing of Trafford residents.



Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

# COVID-19

The COVID-19 pandemic and the resulting economic recession have negatively affected many people's mental health and created new barriers for people already suffering from mental illness. We must resource and plan to meet current and predicted demands.

Most people will have experienced some emotional effect because of the pandemic. Most people, given time, will recover from this without 'formal' intervention.

Our focus must be on getting support right for those communities families, groups and individuals we know are being hardest hit.



Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

# COVID-19

It is becoming clear that the impact of Covid-19 on mental health and wellbeing will be felt for years to come and the ramifications are likely to be pervasive and long-lasting.

More people are now in contact with mental health services than ever previously recorded.

The potential for mental health problems during or after an acute Covid-19 infection, especially for people with "long Covid" is also becoming increasingly clear. We must pay close attention to how these symptoms progress in people experiencing them so we can adapt and develop our offer to provide the best possible support.

In light of what we know so far, supporting existing and building new partnership working between mental and physical health services will continue to be critically important if we are to achieve 'parity of esteem'.

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

## STIGMA AND MICONCEPTIONS

**Unfortunately, not everyone understands mental health problems.** Some people may have misconceptions about what certain diagnoses mean. They may use dismissive, offensive or hurtful language

Stigma can form a barrier to people seeking support and help with their mental health needs and can make mental health problems worse.

We will combat stigma by:

- Supporting campaigns that tackle stigma such as *Shining a Light on Suicide*, and *Time to Change*
- Develop approaches to challenge nimby attitudes as they impact upon existing schemes and when developing new schemes and provision within the borough
- Providing reliable information so that people can understand their own mental health more fully and understand what certain terms and diagnoses mean
- Promoting the right of people to be fully involved in their care and support
- Ensuring that people can access advocates if they want their support
- Ensuring that people know their rights
- Listening to the experience and stories of people who experience mental health challenges and ensuring these influence the ongoing review and redesign of Trafford's offer to its population.

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

## TRAUMA INFORMED PRACTICE FRAMEWORK *[NHS Education Scotland (2017)]*

- Trauma is every ones business & as a workforce everyone has a role to play in understanding & responding to people effected by trauma.
- Around 1 in 3 adults in England report having experienced at least one traumatic event
- **Type 1 trauma** - usually single incident events such as rapes, assaults or serious accidents, e.g. road traffic accidents, terrorist attacks or other types of major emergencies.
- **Type 2 or "Complex Trauma"** - this form of trauma and abuse is usually experienced interpersonally, persists over time and is difficult to escape from. Complex trauma is often experienced in the context of close relationships (e.g. childhood abuse, domestic abuse) but can also be experienced in adulthood in the context of war, torture or human trafficking.



**Trafford**  
TOGETHER

## TRAUMA INFORMED PRACTICE.....

- The NHS long-term plan commits to developing trauma-informed care in relation to a community offer for people with severe mental health problems, but also a service for vulnerable young people in contact with the youth justice system. Additionally, an expectation of trauma-informed approaches in mental health services accessed by people sleeping rough is included in the NHS mental health implementation plan
- To achieve this will require a cultural shift, not simply a behavioural one – a change in the way we understand the impact of trauma, which in turn will influence how we behave towards others
- We will embed trauma informed practice as we co-produce new models of community care for Trafford's citizens. This in turn will form the foundation of wider developments to ensure that all mental health and wellbeing services provide an environment where a person who has experienced trauma feels safe and can develop trust.



Insert title here

**Trafford**  
TOGETHER

## TRAUMA INFORMED PRINCIPLES.....

- **Safety** rather than threat
- **Choice & Empowerment** rather than control
- **Collaboration** rather than coercion
- **Trust** rather than betrayal



Insert title here

**Trafford**  
TOGETHER



# MENTAL HEALTH TRANSFORMATION IN TRAFFORD

**To deliver the Trafford Together Locality Plan, Trafford Council and NHS Trafford CCG have embarked on an ambitious joint transformation programme to improve outcomes for Trafford residents who are experiencing mental health issues.**

The programme consists of 3 key elements:

- A new integrated Mental Health Strategy for Trafford using the All Age Thrive Framework to redesign and refocus mental health services
- A review of social work within integrated community mental health teams (Social Work for Better Mental Health)
- A review of the existing s75 Partnership Agreement between GMMH and the Council

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

## THE NHS LONG TERM PLAN FOR MENTAL HEALTH 2019-2024

**The NHS Long Term Plan makes a renewed commitment to improve and widen access to care for children and adults needing mental health support.**

The NHS Long Term Plan aims to deliver the fastest expansion in mental health services in the NHS's history, with thousands more adults being able to access talking therapies (IAPT) for common disorders and better support being offered to children and young people. (As highlighted earlier in this interim strategy, the needs of children will be addressed in the definitive all age strategy by April 2022).

It will also improve how the NHS treats people with severe mental illnesses, including during crisis, and will ensure more mothers experiencing severe mental health issues get the treatment they need – with their partners being offered mental health support for the first time too.

This one year strategy will lay the groundwork for the delivery of the NHS Long Term Plan via Trafford's Locality Plan and this integrated Mental Health & Wellbeing Strategy running through until 2024.

The NHS Plan can only be delivered by an integrated health and care system and will need the support of our colleagues and partners across the statutory, voluntary and private sectors as well as our communities and citizens.

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

# THE NHS LONG TERM PLAN FOR MENTAL HEALTH 2019-2024

The NHS Long Term Plan for Mental Health strongly reaffirms the importance of achieving parity of esteem between mental and physical health and clearly focusses, for the first time, on severe mental illness. The plan aims to:

- Transform mental health care so that more people can access treatment by increasing funding nationally at a faster rate than the overall NHS budget – and by at least £2.3bn a year by 2023/24
- Make it easier and quicker for people of all ages to receive mental health crisis care, around the clock, 365 days a year, using NHS 111
- Expand specialist mental health care for mothers during and following pregnancy, with mental health assessments offered to partners so they can be signposted to services for support if they need it
- Expand services, including through schools and colleges, so that an extra 345,000 children and young people aged 0-25 can get support when they need it, in ways that work better for them
- Continue to develop services in the community and hospitals, including talking therapies and mental health liaison teams, to provide the right level of care for hundreds of thousands more people with common or severe mental illnesses.

What we know is that this plan cannot be achieved in isolation from the wider range of social care, voluntary, community and private initiatives that can reduce demand and help prevent mental health crises and ill health. If we are to achieve the Long Term Plan's ambitions we will need to be imaginative and collaborative to maximise the impact of our resources.

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

## TRAFFORD'S JOINT STRATEGIC NEEDS ASSESSMENT

**What does mental health and wellbeing look like in Trafford?**

**How many people in Trafford are affected by mental health problems?**

- More than 1 in 10 adults (14.8%) are on GP registers for depression and recent trends suggest that the number of existing cases (prevalence) of depression in Trafford is increasing. Trafford has the second highest prevalence of depression amongst its group of similar authorities (Common Mental Health Disorders, 2020)
- In a recent survey to measure the impact of COVID-19, 45% of Trafford residents had high levels of self-reported anxiety compared with 40% for Greater Manchester.
- Approximately 2,291 adults (0.94%) are on a Trafford GP register because they have a severe mental illness
- The suicide rate in Trafford is 8.1 per 100,000 population and is similar (statistically significant) to England average of 10.1 per 100,000. Suicide rates in males (12.6 per 100k) are higher compared with females (4 per 100k)
- Overall, approximately 7500 Trafford citizens (18+) receive support and / or care commissioned by Trafford Council or Trafford CCG due to their mental health or wellbeing. This represents approximately 3% of the borough's population
- There are an additional 5000 children in Trafford who have mental health disorders.

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

# TRAFFORD'S JOINT STRATEGIC NEEDS ASSESSMENT

## What does mental health and wellbeing look like in Trafford?

### Which groups within Trafford are most at risk from mental health problems?

- Half of all mental health problems have been established by the age of 14, increasing to 75% by the age of 24
- Trauma, poverty, extreme stress, exposure to violence and low social support are some of the factors that increase the risk of developing mental health problems
- There is a 66 percentage point gap in the employment rate between those in contact with secondary mental health services and the overall employment rate. Adults with a serious mental illness in Trafford are almost five times more likely to die early than the general population of England
- 42% of adults with a serious mental illness smoke
- Unfortunately we don't have good proxy indicators of underlying mental health problems, but one we can use is suicide. Trafford Council has held a suicide dataset since June 2019 which is updated in real time. Sub-group analysis of the suicide dataset can present a picture of groups who are most at risk of mental ill-health. Fortunately, the number of suicides in Trafford are low but the results of the analysis should be interpreted with caution.

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

# TRAFFORD'S JOINT STRATEGIC NEEDS ASSESSMENT

## What does mental health and wellbeing look like in Trafford?

### Gender

- Many indicators of mental illness (e.g. hospital admissions for self-harm, prevalence of depression and anxiety) put females at higher risk of mental illness. However, the suicide rate remains higher in males (12.6%) compared with females (4%).

### Age

- Around 70% of suicides were in under 50 years of age with the highest numbers in 30-34 year age group.

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

# TRAFFORD'S JOINT STRATEGIC NEEDS ASSESSMENT

## What does mental health and wellbeing look like in Trafford?

### Deprivation

- Deprivation was categorised into five quintiles using IMD scores: quintile 1 was the most deprived, 3 was average deprivation and 5 was the least deprived. Hence, the lower the deprivation quintile, the more deprived the population. The highest percentage of suicide were in the least deprived quintile (35%) and the lowest percentage in the average deprivation quintile (10%). There were no visible trends in suicide notifications across deprivation quintiles

### Employment status

- The highest percentage (38%) of suicides were in the unemployed category.

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

# TRAFFORD'S JOINT STRATEGIC NEEDS ASSESSMENT

## What does mental health and wellbeing look like in Trafford?

### Protective factors

- The most modifiable and important protective factors for mental health and the most important determinants of mental wellbeing lie in the family, the environment, the community and the society we live in
- The average attainment 8 score in Trafford is the highest in the region (57.6 in 2019/20).
- Trafford has a high rate of employment (79.6% in 2019/20 compared to England average of 76.2%); the gap in employment rate between those with a long-term condition and the overall rate is also narrower than average (6.4% compared to 10.6% for England in 2019/20)

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

## WHAT ARE WE GOING TO DO DURING 2021/2022?

We propose 5 broad areas of focus during 2021/2022:

1. The development of broad underpinning 'enablers'
2. Ensure Trafford's 'core' mental health services – community and inpatient – are resilient and fit for purpose
3. Beginning the reform and redesign of our mental health and wellbeing offer to Trafford's citizens
4. Early intervention and preventive approaches
5. Reducing mental health inequalities.

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

## WHAT ARE WE GOING TO DO DURING 2021/2022?

# 1

### The development of broad underpinning 'enablers'

#### The money we spend

We have begun a whole system analysis of the money we spend in Trafford on mental health and wellbeing. We will analyse this spend in terms of where mental health needs originate, where resources are then deployed to meet those needs and how spend does or does not address the inequalities experienced by certain sectors of our population. We believe that by carrying out this work we will be much better placed to maximise the impact resources can have on the mental health and wellbeing of our population.

We will complete this work by October 2021 and are committed to making this information public in support of true partnership working, co-production and shared decision making

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

## WHAT ARE WE GOING TO DO DURING 2021/2022?

# 1

### The development of broad underpinning 'enablers'

#### Understanding performance

In Trafford we measure lots of different areas of performance. We want to ensure that we bring these measurements together into a coherent and balanced 'scorecard' which will help us understand the mental health and wellbeing of our population and whether the things we are doing are making a positive impact. More than this we are committed to a balanced approach to understanding performance and are particularly interested in ensuring that stories and case studies inform the development of our strategy and services.

We will complete stage one – the bringing together of existing data sets and measures of performance and the evaluation of gaps - of our performance review by July 2021.

## WHAT ARE WE GOING TO DO DURING 2021/2022?

# 1

### The development of broad underpinning 'enablers'

#### Engaging our citizens

The people best placed to tell us what works are our citizens, the people using our services and the communities we serve. Effective participation should be a natural part of the way we work. Engagement, both community and individual is central to public mental health. The former is about building on assets and involving communities in framing the issues and the solutions, the latter with developing individual strengths and resilience. To that end we are committed to ensuring effective engagement and in particular to ensuring that co-production is employed to ensure that our strategy truly reflects the needs of our citizens and that the care and support we offer is in line with the THRIVE Framework described earlier in this document.

We will commission a VCSE partner to support Trafford's existing work to structurally embed the voices of our citizens and carry out community and citizen engagement using a variety of mechanisms such as the use of stories to ensure this strategy and resulting changes are co-produced. This arrangement will be in place by April 2021.

We will address the inequalities faced by people not able to access digital communications by establishing a working party tasked with reviewing current arrangements for access to mental health and wellbeing services, the impact of COVID 19 and of social and economic inequalities. This group will report no later than January 2022 for proposals to be implemented as a core element of the integrated mental health and wellbeing strategy from 2022 onwards.

## WHAT ARE WE GOING TO DO DURING 2021/2022?

# 2

Ensure Trafford's 'core' mental health services are resilient and fit for purpose

Our immediate priorities are:

- Reviewing hospital admissions and discharges to understand the reasons for delays
- Implement a new Section 75 agreement between GMMH and Trafford Council
- Complete a review of social work within integrated community mental health teams (Social Work for Better Mental Health)
- Complete a review of care and accommodation in Trafford for people with mental health needs. This will include a review of all out of borough placements
- Ensuring our inpatient and other services are adequately resourced so as to cope with the high levels of demand as a result of the COVID-19 pandemic
- Ensuring recurrent funding for Trafford's Primary Care Mental Health & Wellbeing Service
- Ensuring recurrent funding to maintain Trafford's Home Based Treatment Team at core fidelity
- Complete the waiting list initiative so people waiting for ADHD and ASD assessments and services are helped as quickly as possible
- Agreeing a model for and funding of alternative models of support for those of our citizens who find themselves in a mental health crisis.

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

## WHAT ARE WE GOING TO DO DURING 2021/2022?

# 3

Begin the reform and redesign of our mental health And wellbeing offer To Trafford's citizens

Our immediate priorities are to:

- Identify a suitable social care resource to support the delivery of this strategic work programme
- Support the development of comprehensive *Long Covid* care and support services in Trafford
- In 2021/2022 we will achieve the nationally mandated performance targets for the provision of physical health checks for people with severe mental illness
- Begin the planning of an integrated locality-based model of primary and community mental health care to improve community care for adults with severe mental illnesses, and to offer increased support for individuals who self-harm, have co-morbid eating disorders, or personality disorder; and a locality-based IAPT offer aligned with primary care, GP mental health workers and VCSE
- Begin developing plans to enhance community support and alternative forms of provision for those with common mental illness or people experiencing crisis
- Provide greater choice and control for people with mental ill health and support them to live well at home and in their communities
- Finalise a social care action plan in order to implement the recommendations of the social care review
- Implement the governance structure to ensure Care Act compliance
- Commission a specialist older people's residential and nursing resource to meet the complex needs of older people including those with dementia

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

## WHAT ARE WE GOING TO DO DURING 2021/2022?

# 4

### Early intervention and preventive approaches (wider determinants of health)

#### Our approach will be:

- To focus on the positive. Promoting mental wellbeing moves the focus away from illness and is central to an individual's resilience, social purpose, autonomy and ability to make life choices
- To focus on the wider social, economic, cultural and environmental determinants of mental health.
- To take a life course approach - personal risk and protective factors are determined in early childhood, primarily in the context of family relationships.
- To take a truly multidisciplinary and inter-sectoral approach as no one discipline has all the knowledge or power to effect the required level of change across the system.

#### Our immediate priorities are:

- Wellbeing at work
- 5 ways to wellbeing
- Social prescribing
- Supporting access to greenspaces for all
- Self-help
- Audit the effectiveness of Local Authority and CCG employee welfare approaches and support employers in Trafford to best support the mental health and wellbeing of their workforce
- Strengthen the JSNA in terms of mental health inequalities

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

## WHAT ARE WE GOING TO DO DURING 2021/2022?

# 5

### Reduce mental health inequalities

- The pandemic has intensified existing inequalities and Trafford is determined to improve wellbeing as we emerge from this, through a system-wide approach to mental health equality
- We recognise that some people and communities are at much greater risk of worsened mental health: those living in poverty, poor quality housing or with precarious or no common employment; those living with an existing mental health problem, including addiction to drugs, alcohol or gambling; older people who are more likely be bereaved by Covid-19 and may be at greater risk of social isolation; women and children exposed to violence and trauma at home; people with long-term health conditions; and people from BAME communities where prevalence of Covid-19 is higher and outcomes are worse
- We will take an innovative, system-wide approach to addressing mental health inequalities at their root causes in Trafford
- We will embed a proportionate universalism approach which addresses whole population mental wellbeing promotion and provides additional support for high risk groups
- We will work with partners across the system, building on our innovative unity hub approach to wellbeing which focuses on early intervention.

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER



## GOVERNANCE & REPORTING

The TIMHRG reports to Trafford's *Living Well At Home* redesign group using a highlight report which has been established to capture and report on the priorities listed within this strategy.

We will ensure this report is comprehensive across health, care and public health domains by June 2021.

The highlight report will be available for scrutiny by all partners in the interest of co-production and accountability.

**Living Well at Home**  
**Trafford Integrated Mental Health Transformation Steering Group**  
**Highlight report**  
**w.c. 11/04/2021**

Last period IAG status:	🟡	Date:	11/04/2021
This period IAG status:	🟡	Leads:	Ric Taylor
IAG status reason:	CCG evidence capacity impacting on progression Impact of Covid on provider capacity and prioritisation		

Trafford  
TOGETHER

## GLOSSARY & REFERENCES

ACRONYM	EXPLANATION
ADHD	Attention Deficit Hyperactivity Disorder
ASD	Autism Spectrum Disorder
ED	Emergency Department
GMMH	Greater Manchester Mental Health NHS Foundation Trust
IAPT	Improving Access to Psychological Therapies
IMD	Indices of Deprivation
MFT	Manchester University NHS Foundation Trust
TCCG	Trafford Clinical Commissioning Group
TMBC	Trafford Metropolitan Borough Council
VCSE	Voluntary, Community & Social Enterprise

## GLOSSARY & REFERENCES

REFERENCE	SOURCE
Slide 3 Marmot: Fair Society, Healthy Lives	<a href="http://www.instituteofhealthequity.org/resources-reports/fair-society-healthy-lives-the-marmot-review/fair-society-healthy-lives-full-report-pdf.pdf">http://www.instituteofhealthequity.org/resources-reports/fair-society-healthy-lives-the-marmot-review/fair-society-healthy-lives-full-report-pdf.pdf</a>
Slide 6 Trafford Locality Plan	<a href="http://www.traffordpartnership.org/locality-working/Trafford-Together-Locality-Plan-2019-2024.aspx">http://www.traffordpartnership.org/locality-working/Trafford-Together-Locality-Plan-2019-2024.aspx</a>
Slide 6 'Social Work For Better Mental Health'	<a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/495500/strategic_statement_-_social_work_adult_mental_health_A.pdf">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/495500/strategic_statement_-_social_work_adult_mental_health_A.pdf</a>
Slide 6 Parity of Esteem	<a href="https://www.centreformentalhealth.org.uk/parity-esteem">https://www.centreformentalhealth.org.uk/parity-esteem</a>
Slide 7 NHS Long Term Plan	<a href="https://www.longtermplan.nhs.uk/">https://www.longtermplan.nhs.uk/</a>
Slide 7 Greater Manchester Health & Social Care Partnership's Population Health Plan	<a href="https://www.gmhsc.org.uk/wp-content/uploads/2018/05/Population-Health-Plan-2017-2021.pdf">https://www.gmhsc.org.uk/wp-content/uploads/2018/05/Population-Health-Plan-2017-2021.pdf</a>
Slide 7 Trafford Health & Wellbeing Strategy	<a href="https://democratic.trafford.gov.uk/documents/s34286/Trafford%20Health%20and%20Wellbeing%20Strategy%202019.pdf">https://democratic.trafford.gov.uk/documents/s34286/Trafford%20Health%20and%20Wellbeing%20Strategy%202019.pdf</a>
Slide 7 Trafford Dementia Strategy	<a href="https://democratic.trafford.gov.uk/documents/s30059/item%201%20-%20dementia%20strategy%2025%206%2018.pdf">https://democratic.trafford.gov.uk/documents/s30059/item%201%20-%20dementia%20strategy%2025%206%2018.pdf</a>
Slide 8 NHS Planning Priorities 2020 - 2021	<a href="https://www.england.nhs.uk/operational-planning-and-contracting/">https://www.england.nhs.uk/operational-planning-and-contracting/</a>

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER

## GLOSSARY & REFERENCES

REFERENCE	SOURCE
Slide 18 Shining a Light on Suicide	<a href="https://shiningalightonsuicide.org.uk/">https://shiningalightonsuicide.org.uk/</a>
Slide 18 Time to Change	<a href="https://www.time-to-change.org.uk/">https://www.time-to-change.org.uk/</a>
Slide 19 Section 75	<a href="https://www.local.gov.uk/our-support/our-improvement-offer/care-and-health-improvement/integration-and-better-care-fund/better-care-fund/integration-resource-library/integrated-commissioning-and-provision">https://www.local.gov.uk/our-support/our-improvement-offer/care-and-health-improvement/integration-and-better-care-fund/better-care-fund/integration-resource-library/integrated-commissioning-and-provision</a>
Slide 21 NHS 111	<a href="https://www.nhs.uk/nhs-services/urgent-and-emergency-care-services/when-to-use-111/">https://www.nhs.uk/nhs-services/urgent-and-emergency-care-services/when-to-use-111/</a>
Slide 22 Trafford Joint Strategic Needs Analysis	<a href="http://www.traffordjsna.org.uk/Trafford-JSNA.aspx">http://www.traffordjsna.org.uk/Trafford-JSNA.aspx</a>
Slide 26 Attainment 8 Scores	<a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/561021/Progress_8_and_Attainment_8_how_measures_are_calculated.pdf">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/561021/Progress_8_and_Attainment_8_how_measures_are_calculated.pdf</a>
Slide 31 Trafford Primary Care Mental Health & Wellbeing Service	<a href="https://www.gmhsc.nhs.uk/trafford-primary-care-mental-health-and-wellbeing-service/">https://www.gmhsc.nhs.uk/trafford-primary-care-mental-health-and-wellbeing-service/</a>
Slide 32 Care Act	<a href="https://www.gov.uk/government/publications/care-act-statutory-guidance/care-and-support-statutory-guidance">https://www.gov.uk/government/publications/care-act-statutory-guidance/care-and-support-statutory-guidance</a>
Slide 33 5 Ways to Wellbeing	<a href="https://www.mind.org.uk/workplace/mental-health-at-work/taking-care-of-yourself/five-ways-to-wellbeing/">https://www.mind.org.uk/workplace/mental-health-at-work/taking-care-of-yourself/five-ways-to-wellbeing/</a>

Trafford (Interim) Mental Health & Wellbeing Strategy, V4.2.  
RT 042021

**Trafford**  
TOGETHER