

Improving mental health at a population level



@DrAmarShah



Macro

interventions

Home treatment

Crisis pathway interventions

Mental health teams in schools

Improving access to psychological therapies

Dementia services

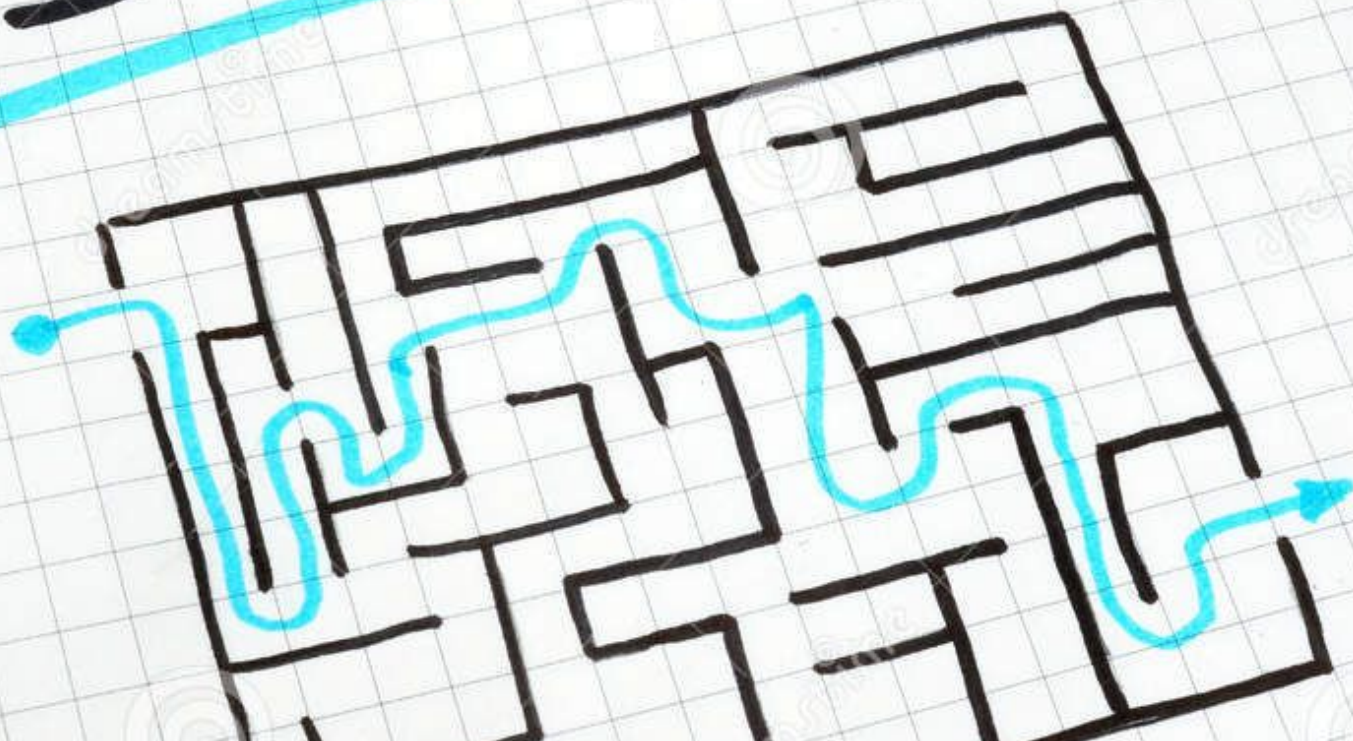
Recovery focused services

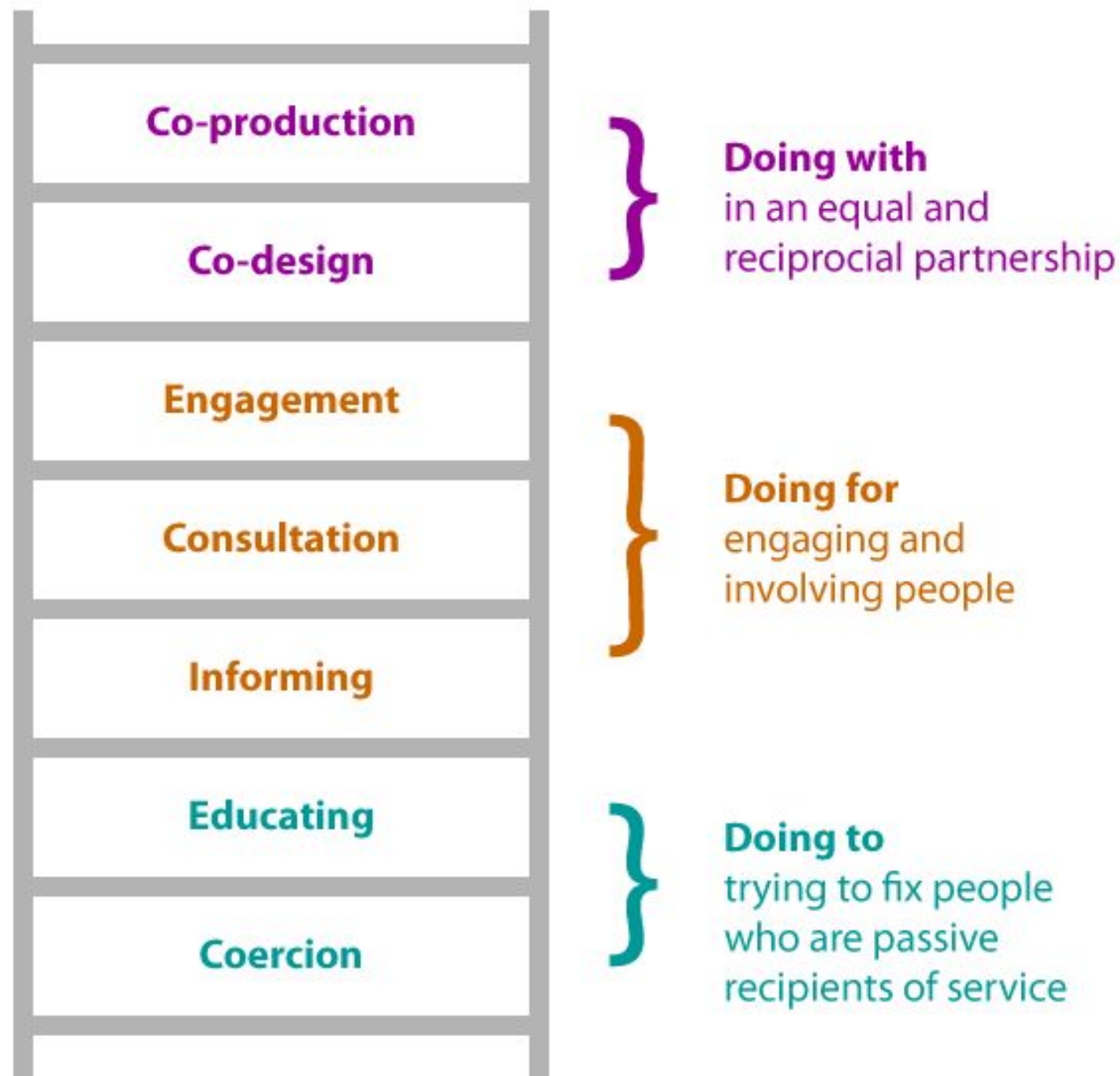
Criminal justice pathway

A stylized, low-poly map is shown in the background, featuring green landmasses, a blue body of water, and tan-colored paths or coastlines. A large, red location pin is positioned in the center of the map. Overlaid on the map and pin is the text "Improvement is local" in a bold, white, sans-serif font.

Improvement is local

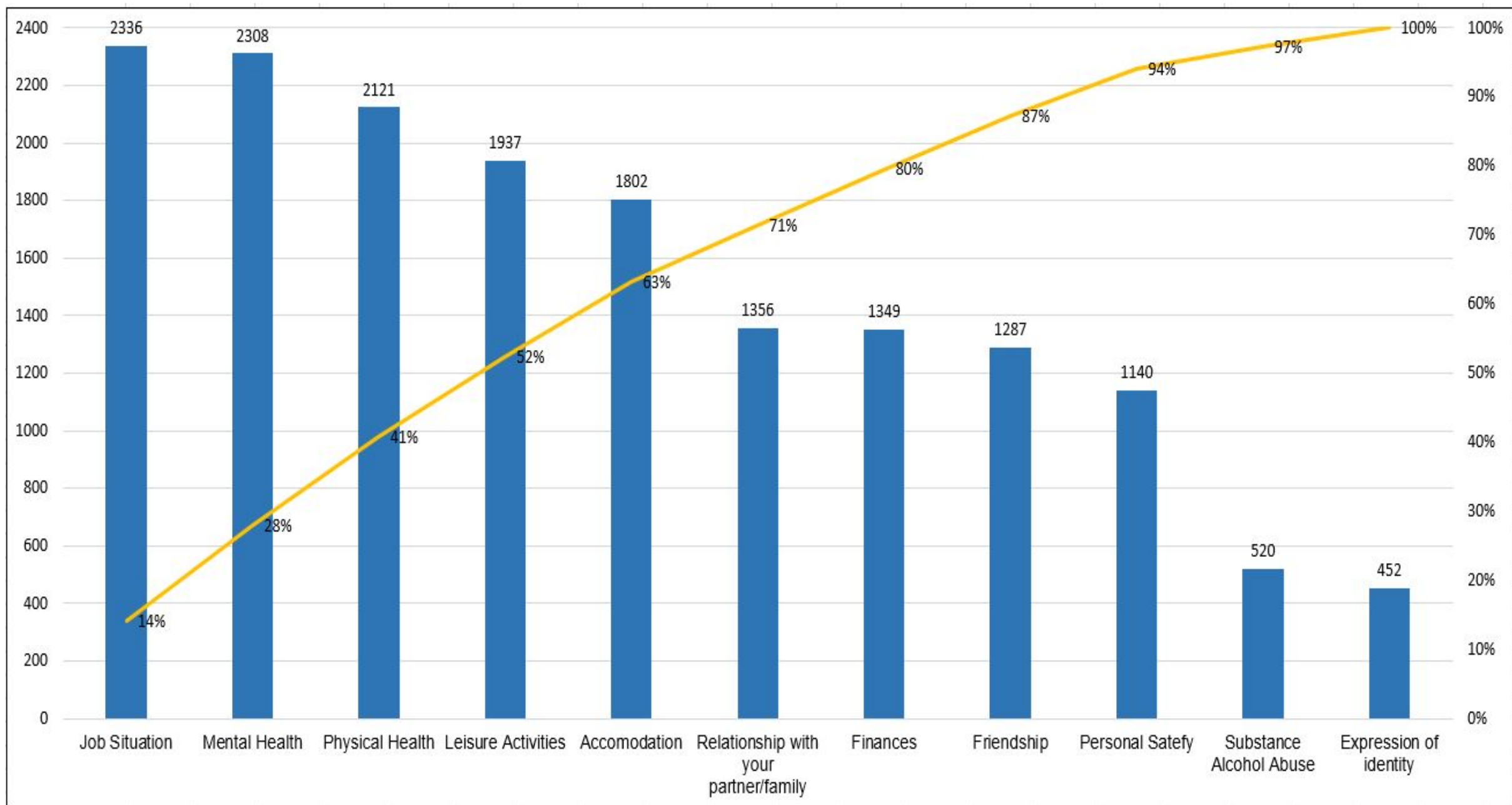
Complex Problem Solving



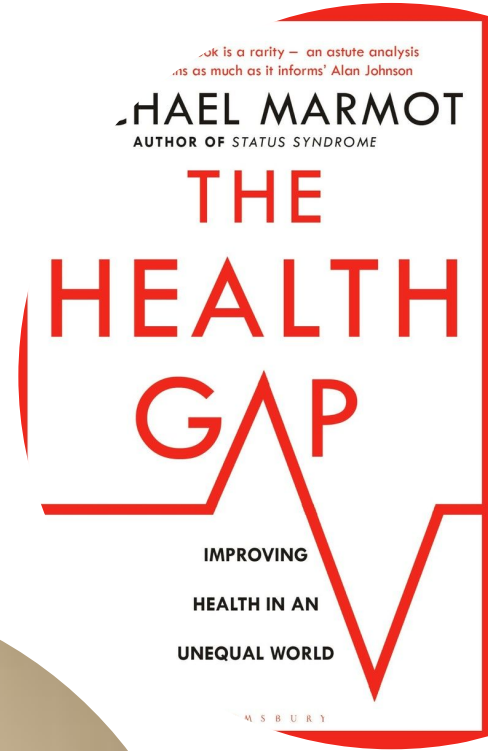




QUALITY
OF LIFE



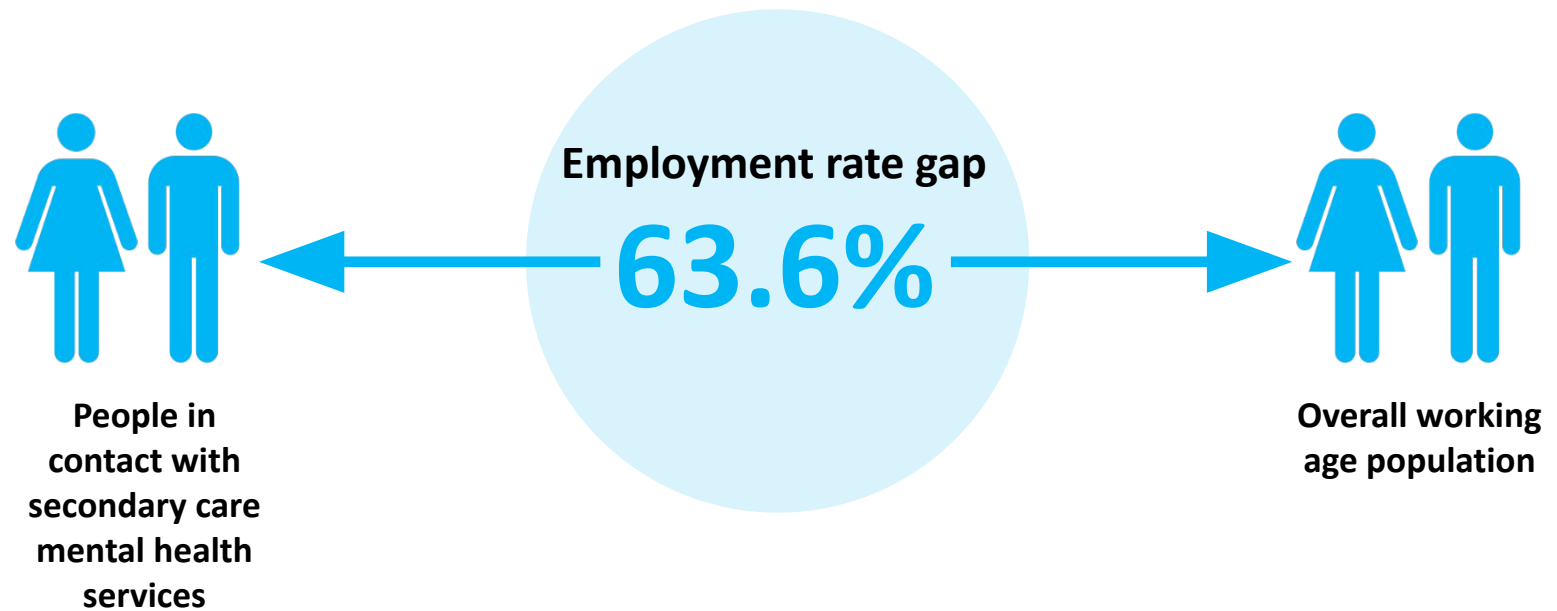
- Give every child the best start in life
- Enable all children, young people and adults to maximise their capabilities and have control over their lives
- Create fair employment and good work for all
- Ensure a healthy standard of living for all
- Create and develop healthy and sustainable places and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





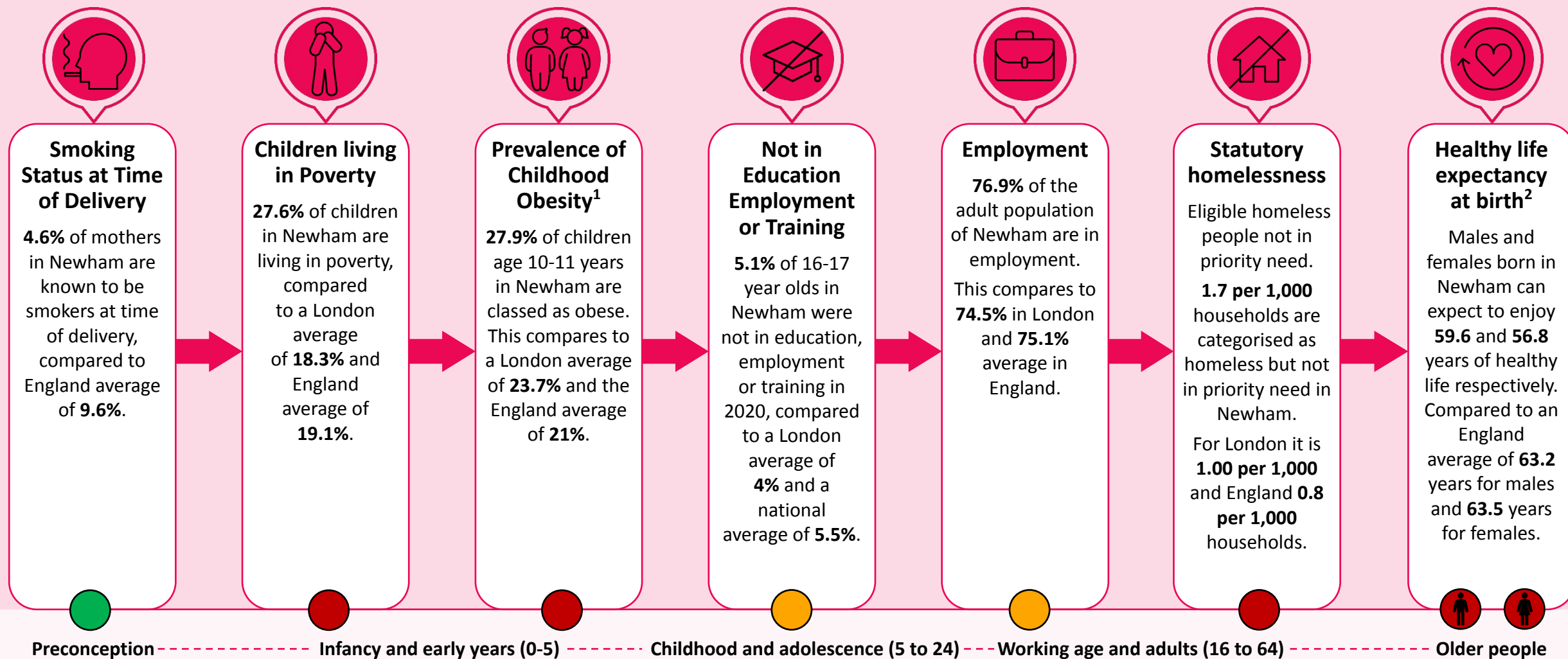
Employment

Billy has struggled to find work locally. He is not alone – there is a **63.6%** gap in the employment rate between people in contact with secondary care mental health services and the overall employment rate in the working age population.



Population Health – Newham

On this slide we explore some of the key indicators for population health in Newham across the life course compared to the London region and England.



1. Includes severe obesity 2. indicates the average number of years that an individual is expected to live in a state of self-assessed good or very good health, based on current mortality rates.

● ● ● RAG status indicates comparison with the national average; red / amber / green indicates performing statistically worse / similar / better.

East London NHS Foundation Trust provides community health, mental health and primary care services to a population of around 1.8 million people across Bedfordshire, Luton, Richmond and East London. Our strategy takes into account the changing needs and assets within our local populations, the impact of the pandemic on communities

Mission

What is our role in society

Strategic Outcomes

What are the biggest factors that will help us achieve our mission?

Specific Objectives

What do we need to work on, for each of our strategic outcomes, to achieve our mission?

Improved population health

- Prioritise children and young people's emotional, physical, social and learning development
- Support service users, carers and the communities we serve to develop skills & to access meaningful activity and good quality employment
- Support service users, carers and the communities we serve to achieve a healthy standard of living

Improved population health

- Prioritise children and young people's emotional, physical, social and learning development
- Support service users, carers and the communities we serve to develop skills & to access meaningful activity and good quality employment
- Support service users, carers and the communities we serve to achieve a healthy standard of living
- Contribute to the creation of healthy and sustainable places, including taking action on climate change
- Champion social justice, and fully commit to tackling racism and other forms of prejudice
- Prioritise prevention and early detection of illness in disadvantaged groups

Improved staff experience

- partners
- Prioritise quality of care and develop our patient safety approach, applying quality improvement to all that we do
 - Enhance our digital and data infrastructure so it works effectively in service of our teams
 - Get the basics right through supporting our staff and teams to thrive and be happy and healthy, including work-life balance
 - Develop and grow our workforce, offering lifelong learning, professional development and creating new and exciting opportunities for staff, service users, carers and local communities

Improved value

- Extend the financial viability programme, engaging all in reducing waste, improving financial and environmental sustainability
- Work collaboratively across the system with our partners to improve value and reduce waste

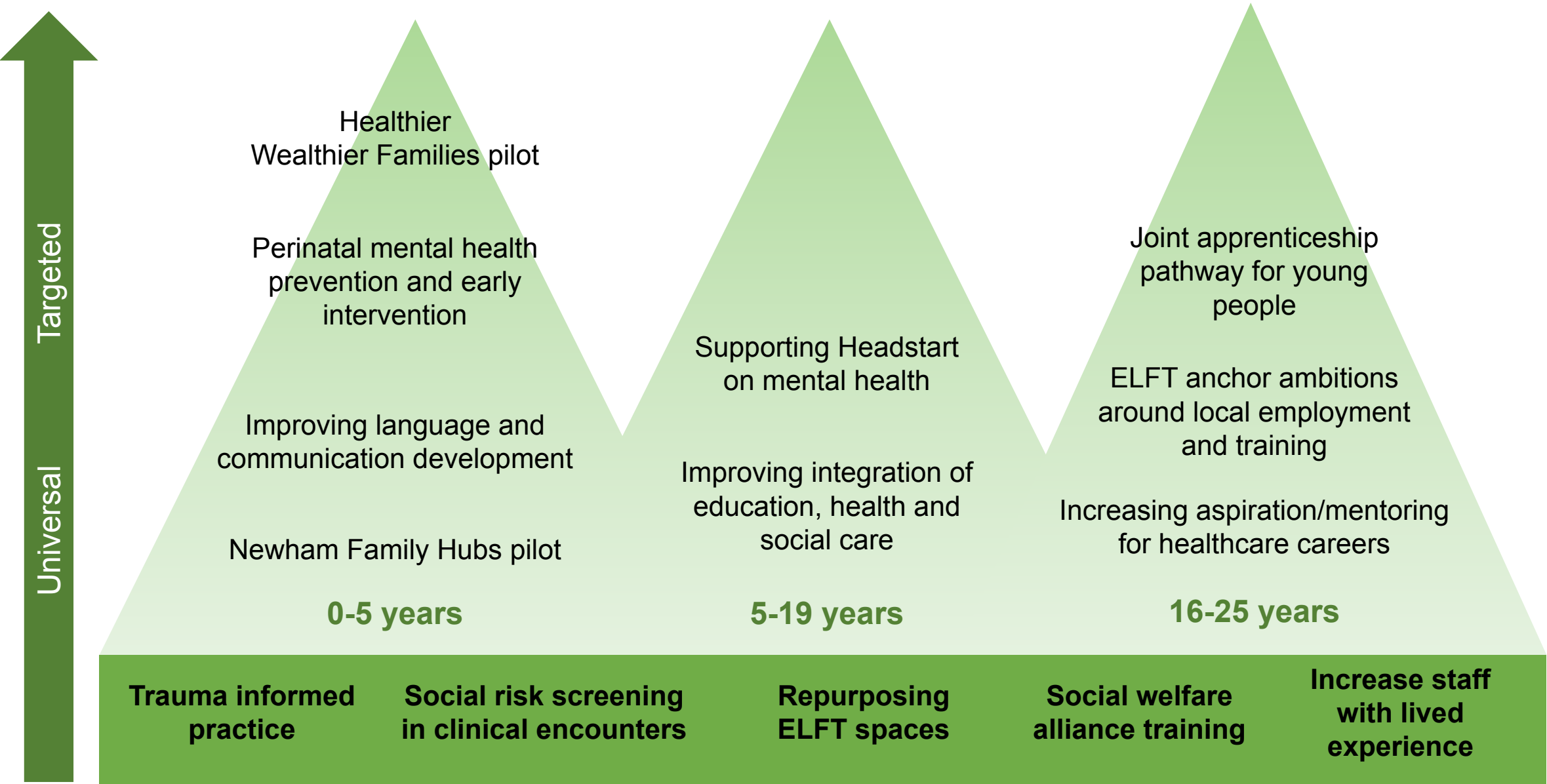


East London
NHS Foundation Trust

ELFT's Marmot Mountain – Creating fair employment and good work for the citizens of Luton

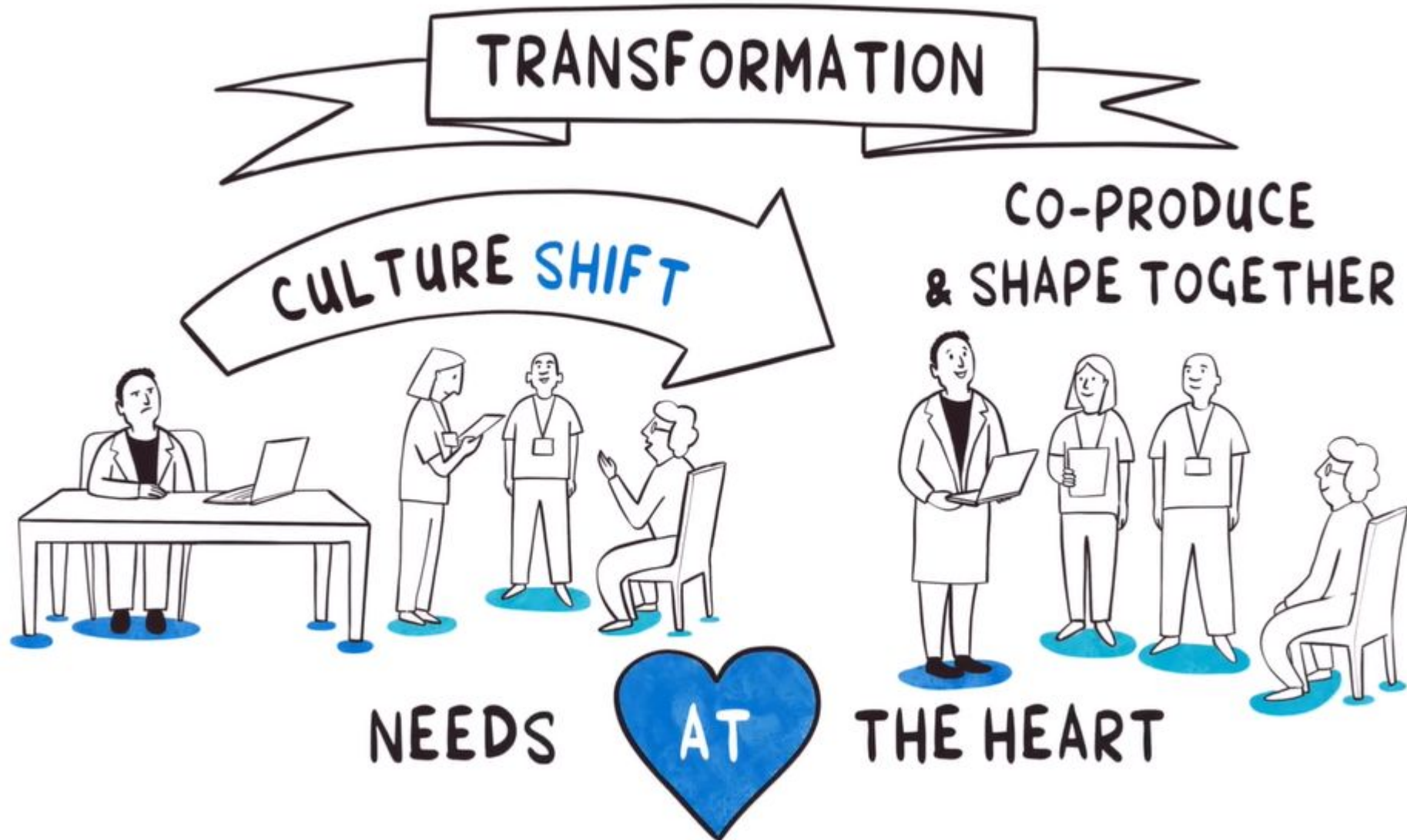


ELFT’s Marmot Mountain for children and young people in Newham



Establishing good working relationships with community partners – e.g. local authority, charitable and voluntary sector

Transformation in Community Mental Health in England



Community
connectors

Personal
health
budgets

People
participation
workers

Outcome-focu
sed care
planning

Clinical
associates in
psychology

Service
user-held care
record

GP mental
health leads

Seamless
access – no
referrals

Microgrants and funding for local neighbourhood projects in the voluntary and charitable sector

Osmani Trust is a youth and community organisation working to provide a range of youth, education, employment, health and sporting initiatives for young people and adults.

The funding will be used to deliver support to the Bangladeshi Community for people suffering from moderate to severe mental illness. Osmani Trust will work directly with 30 young people and 50 adults and provide mentoring, counselling, signposting and health and wellbeing activities.



Email: info@youngandinspired.org.uk
Website: <https://www.youngandinspired.org.uk/>

Women's Inclusive Team

Women's Inclusive Team is a charity who listen to, and provide a strong voice for Black and Asian communities. They work collaboratively with stakeholders, to address exclusion and improve access to appropriate services for communities who are impacted by higher levels of severe mental illness.

The funding will be used to deliver activities to address the lack of trust, fear and overall inequality experienced by Black and Asian Communities. They will work to provide 1,200 one-to-one sessions and 864 available group spaces.



Email: info@mindfulpeakperformance.com Tel: +44(0)7507 600 601
Website: <https://www.mindfulpeakperformance.com/>

A black-led youth mentoring organisation. Led by volunteers, the project uses mental health and resilience tools and techniques to support participant's journey from adolescence into adulthood. They aim to equip young people from black and marginalised communities, in overcoming barriers to their progression and widening their access to opportunities.

Funding will support a year-long project, designed to engage up to 200 young people aged 10-18 from African, Caribbean and mixed heritage backgrounds.



Email: info@thementoringlab.co.uk Tel: 0208 158 8500
Website: <https://thementoringlab.co.uk/>

THE BIG ISSUE

The funding will develop partnerships with statutory and mental health services, enable specialist training and awareness in mental health for staff, provide specialist support for the Roma Community, provide 1:1 support for up to 40 beneficiaries experiencing mental ill health, and deliver up to four mental health wellbeing days.



Email: laura.bugby@bigissue.com
Website: <https://www.bigissue.com/big-issue-foundation/>

Lateef Project

The counsellors provide a virtual service to Muslim residents in Newham, Tower Hamlets and Hackney.



Contact for more details: <https://www.lateefproject.org/services>

TURNING CORNERS
Changing lives by changing practice

<http://turningcorners.co.uk>

Frontline service for family support

Feb-July 2022

THE MENTORING LAB

Home
A black led youth organisation equipping young people from black...
thementoringlab.co.uk

Office Phone 02081588500
Office Mobile 074126 40174
Email info@thementoringlab.co.uk

Cycling Club Hackney


<https://www.cyclingclubhackney.co.uk>
Provides introductory and taster sessions

£1.8m to 37 local projects in 2021-22

SUBCO TRUST
Reach out to elders

Subco Trust is an organisation working to meet the health needs of vulnerable Asian elders in Newham through stimulating activities, services and support.

The funding will be used to provide support for Asian elders who suffered from COVID-19 and winter pressures. A befriending support service will be established, weekly support and activities groups will be created, an information and advice service will be developed as well as monthly sessions for carers.



Email: admin@subcotrust.org.uk Tel: 020 8548 0070 Website: <https://www.subcotrust.uk/>

Young & Inspired
HELP FOR THE YOUNG AND DISADVANTAGED

Young & Inspired works with over 450 young people and families to assist them in overcoming poverty and adverse experiences to enable them to feel more empowered with the right knowledge and skills which will allow them to live happy and fulfilling lives.

The grant will fund an art & drama therapy project to engage and empower 70 young women and teenage mothers.



Email: info@youngandinspired.org.uk
Website: <https://www.youngandinspired.org.uk/>

MINDFUL PEAK PERFORMANCE

Mindful Peak Performance is a not-for-profit enterprise dedicated to sharing a mindfulness-based approach to performance & transforming the image of mental wellbeing. They train elite athletes in mindfulness techniques who also and share their skills with disadvantaged young people experiencing severe mental illness.

Funding will allow the training of 60 young carers in non-contact boxing and to equip them in effective mindfulness skills.



Email: info@mindfulpeakperformance.com Tel: 07507 600 601
Website: <https://www.mindfulpeakperformance.com/>

PARADIGM PROJECT

Committed to tackling social inequality, the Paradigm Project helps to empower young people with and equip them with the skills and tools to overcome social barriers.

Working with 30 students alongside their teachers and parents, the grant will fund the 'My Next Steps Programme', which aims to support young people allowing them to flourish both socially and academically.



Email: info@paradigmproject.co.uk Website: <https://paradigmproject.co.uk/>



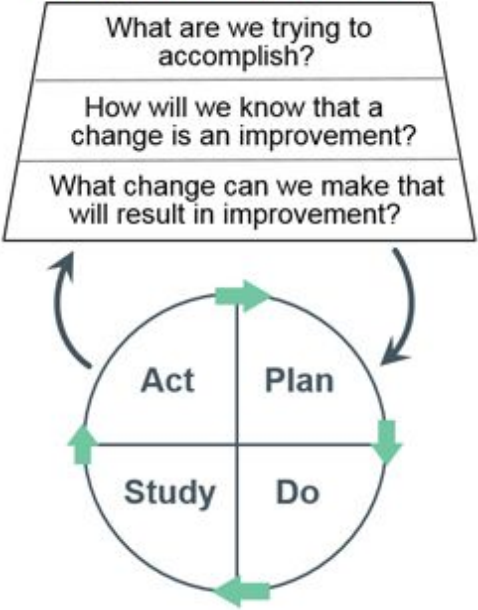
Improving at
scale

Testing and
learning locally

Our aim

To reduce the use of restrictive practice (restraints, seclusion and rapid tranquilisation) by one-third by April 2020

Model for Improvement



NATIONAL COLLABORATING CENTRE FOR MENTAL HEALTH

Change ideas linked to secondary drivers for the reducing restrictive practice programme



Secondary driver	Change ideas linked to secondary driver	Associated resources/tools to support change ideas (further details/contacts can be found in Tools and Resources document)
Use of data to promote learning	DASA/Brosset	<ul style="list-style-type: none">DASA Recording SheetDASA Scoring SheetCo-produced postersNTW Dashboard Data
	Display data visually/make it easy to understand	<ul style="list-style-type: none">Training materials to support runningData and user guides
	Dashboard live (time since...)	<ul style="list-style-type: none">talk First (Northumberland, Tyne & Wear HS Foundation Trust)Steps to Safety Storyboard (this is a template to allow wards to report their progress at collaborative events)NTW dashboard and annual projection data
	Patient and carer feedback Leadership training programme	<ul style="list-style-type: none">PROactive Governance of Recovery Settings and ServicesREsTRAIN Yourself

Change ideas

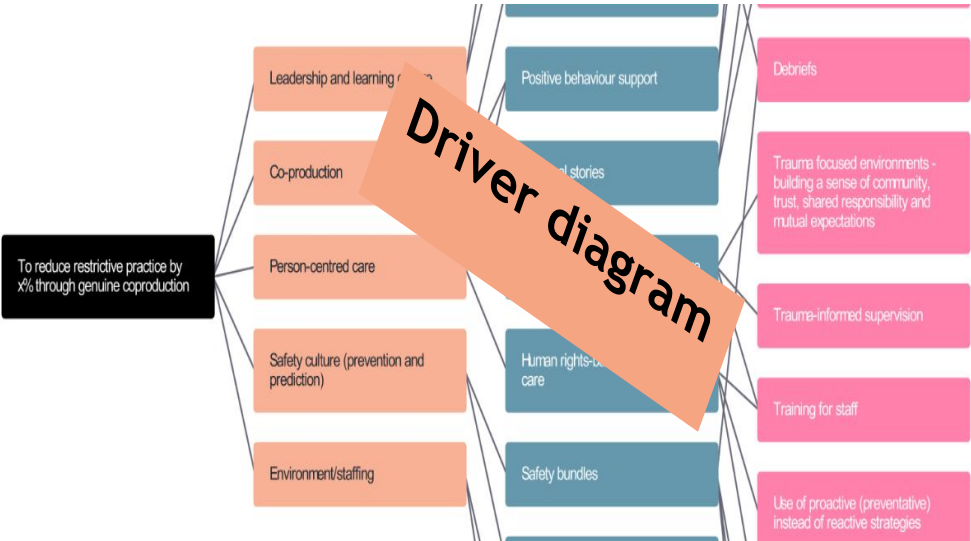
Reducing Restrictive Practice

Tools and Resources for Change Ideas

For change ideas in the Reducing Restrictive Practice driver diagram, there are resources listed below to assist you in your quality improvement initiatives. If you would like to learn more about the tools or talk through how they can be applied in practice, the individuals listed in the 'contact details' column are happy to be contacted if you would like to discuss more. All resources are available at www.rcpsych.ac.uk/mhisp

Change Idea	Tools and resources	Contacts for further information
DASA/ BVC	Dynamic Appraisal of Situational Aggression (DASA) Tool to assess the likelihood that a person will be aggressive within an inpatient setting <ul style="list-style-type: none">This is helpful to use with specific individualsDASA recording sheetDASA posters	<ul style="list-style-type: none">Dr Keith Reid (Devon Partnership NHS Trust) keith.reid@devon.nhs.ukDr Jack Pooler (South London and Maudsley NHS Foundation Trust) jack.pooler@slam.nhs.uk
BROSSET	http://www.brosset.co.uk/	<ul style="list-style-type: none">Dr Keith Reid (Northumberland, Tyne & Wear NHS Foundation Trust) keith.reid@ntw.nhs.uk
Display data visually/ make it easy to understand	Co-produced posters NTW Dashboard	<ul style="list-style-type: none">Jack Pooler (Central and North West London NHS Foundation Trust) jack.pooler@nhs.ukRon Weddle (Northumberland, Tyne & Wear NHS Foundation Trust) ron.weddle@ntw.nhs.uk

Tools and resources



Support, Sharing, Story-telling

Emily Cannon
@EmilyCanQI

All our wards have been invited to share a video on a recent change idea they're testing/an update on their QI activity to show at our next [#ReducingRestrictivePractice](#) learning set. Love the creative take on this from the team in Great Yarmouth! [#MHSIP](#)



Karen Newberry @Karen40887778
So proud of my team in producing this for our QI reducing restrictive practice for our safety huddles. Well done to you all. [#GYAS](#) [#NSFT](#) @Diane_W_Hull @stuartr70 @warren_nsft @MikeSeaman18 @DawnCollins9

1:37 AM - 28 Jun 2019

5 Retweets 6 Likes

Saiqa
@saiqanccmh

This month's [#ReducingRestrictivePractice](#) newsletter for [#MHSIP](#) - we're sharing incredible progress by wards, how they're encouraging service user engagement & how [@NCCMentalHealth](#) are sharing the [#RRP](#) work to national & international audiences. Here: mailchi.mp/350ff7018400/r...



9:17 AM - 28 Jun 2019

8 Retweets 15 Likes

Lianne Holland
@LianneHolland22

The presentations today were amazing, one ward changing their approach to care plans, another ward challenging their blanket restrictions, listening to a former service user give their perspective of the changes was really thought provoking! [#MHSIP](#) @StuNurseLou @SarahHoltom1



8:33 AM - 13 May 2019

7 Retweets 22 Likes

1 7 22

last year, NHS England shared some startling facts. The use of restrictive practices in secondary mental health and adult and older care has increased by 10% in the last year. In the last year, 10% of service users were seen in the hospital and 10% of service users were seen in the hospital. In the last year, 10% of service users were seen in the hospital and 10% of service users were seen in the hospital.



Reducing restrictive practices

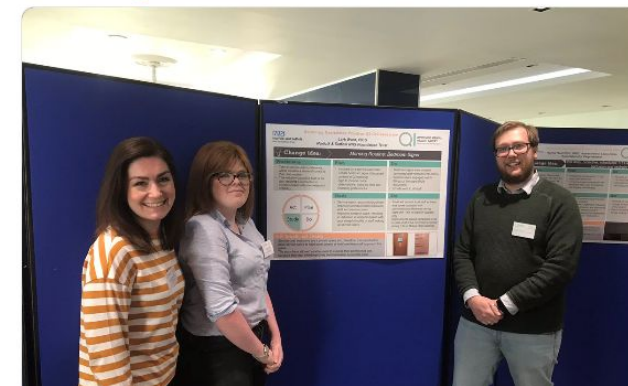
The use of restrictive practices on mental health wards has long been a matter of concern. Now, an innovative new programme, led by the RCPsych on behalf of NHS Improvement, aims to reduce the incidence of physical restraint, rapid tranquillisation and seclusion.

"Quality improvement is about involving people close to an issue to try to discover solutions"

to discuss what's working and what isn't, and to review progress. They also receive support from the national team of four quality improvement (QI) coaches. And every two months, the teams from all 42 wards get together to share their experiences. This is Quality Improvement in action.

Tracey Holland
@TraceyT12681

Fantastic [@LWardnsft](#) team showing off their poster [@NCCMentalHealth](#) today [#PDSA](#) cycle exploring morning routines and bedroom signs on mixed PICU [@MiaResnick](#) [@Brown77T](#) [@JohnBinghamNSFT](#) [@Diane_W_Hull](#) [@GedpattisonGed](#) [@denisegrimes11](#) [#MHSIP](#)



Emily Cannon
@EmilyCanQI

Welcoming [@JupiterWard](#) to Twitter! [#MHSIP](#) [#ReducingRestrictivePractice](#) @saiqanccmh @QI_KateL @DrAmarShah @TomNCCMH



Jupiter Ward @JupiterWard
Jupiter wards garden is bearing a wonderful harvest this year thanks to all the hard work of staff and service users. 🌻🌻🌻

1:15 AM - 17 Jul 2019

1 Retweet 3 Likes

1 3

SteffK
@Steffney5

Early morning QI team meeting with our sponsor and coach. What a fantastic way to start our Friday.

[#QILife](#)
[#Ideas](#)
[#participation](#)
[#coffee](#)
[#pastries](#)
[@raviupatel](#)



3:57 AM - 10 May 2019

5 Retweets 20 Likes

October 2018

The Reducing Restrictive Practice programme begins

38 Teams from **24** Trust are part of the collaborative



Overall reduction in restrictive practice

15%



350+

Change ideas generated



Reducing Restrictive Practice

March 2020

18 months in total

End of the programme



The mental health safety improvement programme: a national quality improvement collaborative to reduce restrictive practice in England

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Laura-Louise Arundell^{2,3}

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rcpsych.ac.uk

Abstract

In 2018, 38 mental health inpatient wards belonging to NHS trusts across England took part in the national reducing restrictive practice collaborative project, which aimed to reduce the use of rapid tranquillisation, restraint and seclusion of patients by 33%. Teams were supported to use quality improvement tools by skilled coaches as part of a national collaborative learning system. At the end of the programme, the overall use of restrictive practice had reduced by 15%. Of the teams that achieved improvements, the average reduction in restrictive practice was 61%. Across the collaborative there were improvements in the mean monthly use of restraints and rapid tranquillisation, and in the total use of all three measures of restrictive practice combined. Support from quality improvement coaches allowed ideas to be tested across the collaborative, enabling the creation of a theory of change for reducing restrictive practice based on areas with a high degree of belief to inform future improvement work in this area.

Key words: Inpatients; Mental health; Psychiatry; Quality improvement; Restrictive practice

Submitted: 30 November 2021; accepted following double-blind peer review: 25 February 2022

Introduction

Restrictive practice refers to the range of methods that may be used to restrain an individual or reasonably restrict their actions to reduce the risk of harm to themselves or others. For the purposes of this article, this term refers to the use of physical restraint, seclusion and rapid tranquillisation (chemical restraint). The Mental Health Units (Use of Force) Act (2018) defines physical restraint as the use of physical contact that is intended to prevent, restrict or delay the movement of any part of the patient's body while isolation is defined as

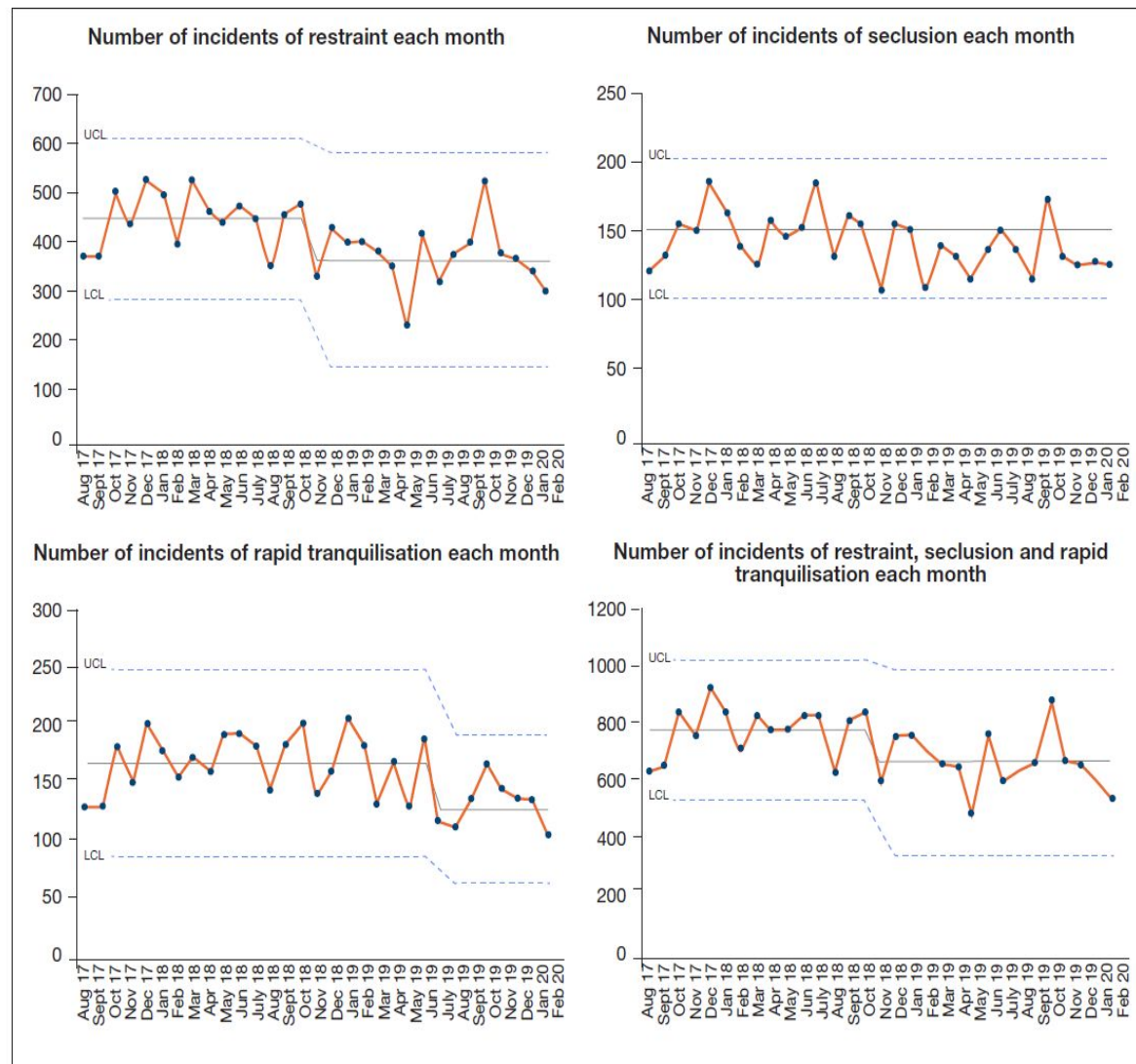
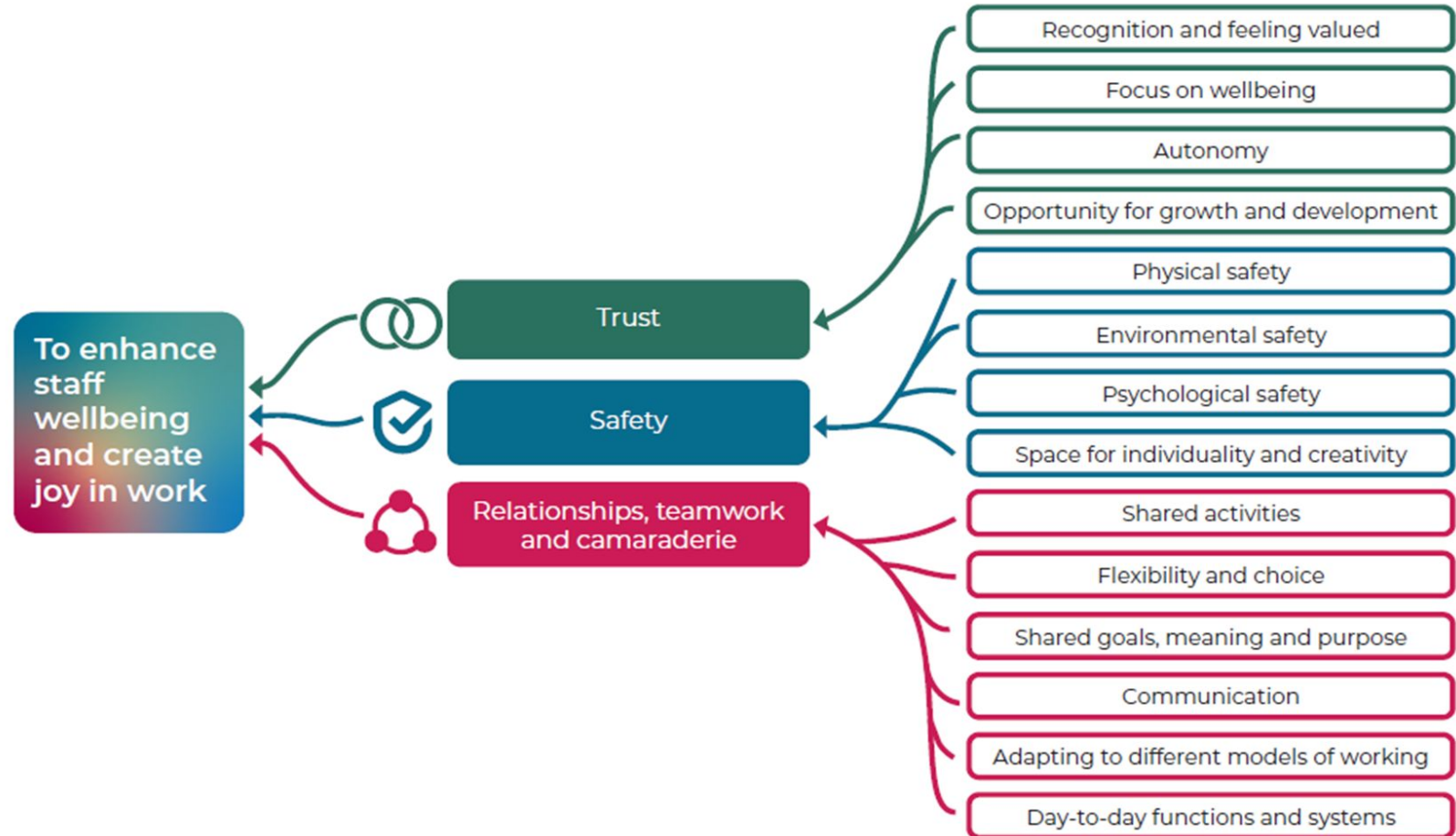
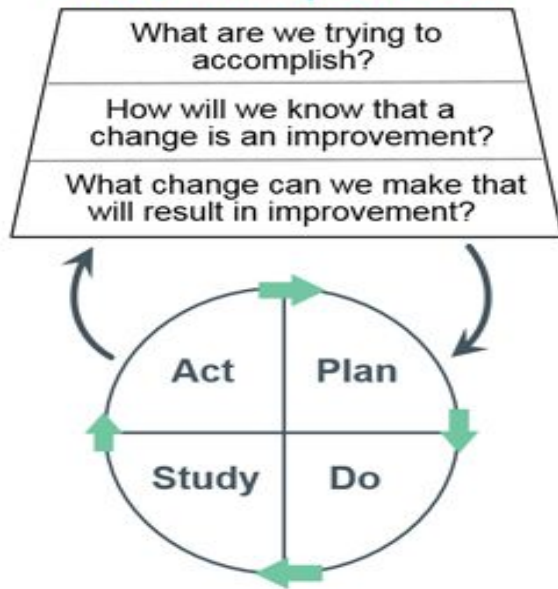


Figure 1: Outcome measures and aggregate results dashboard showing number of restrictive practice incidents across 38 participating mental health wards. UCL=upper control limits; LCL=lower control limits.

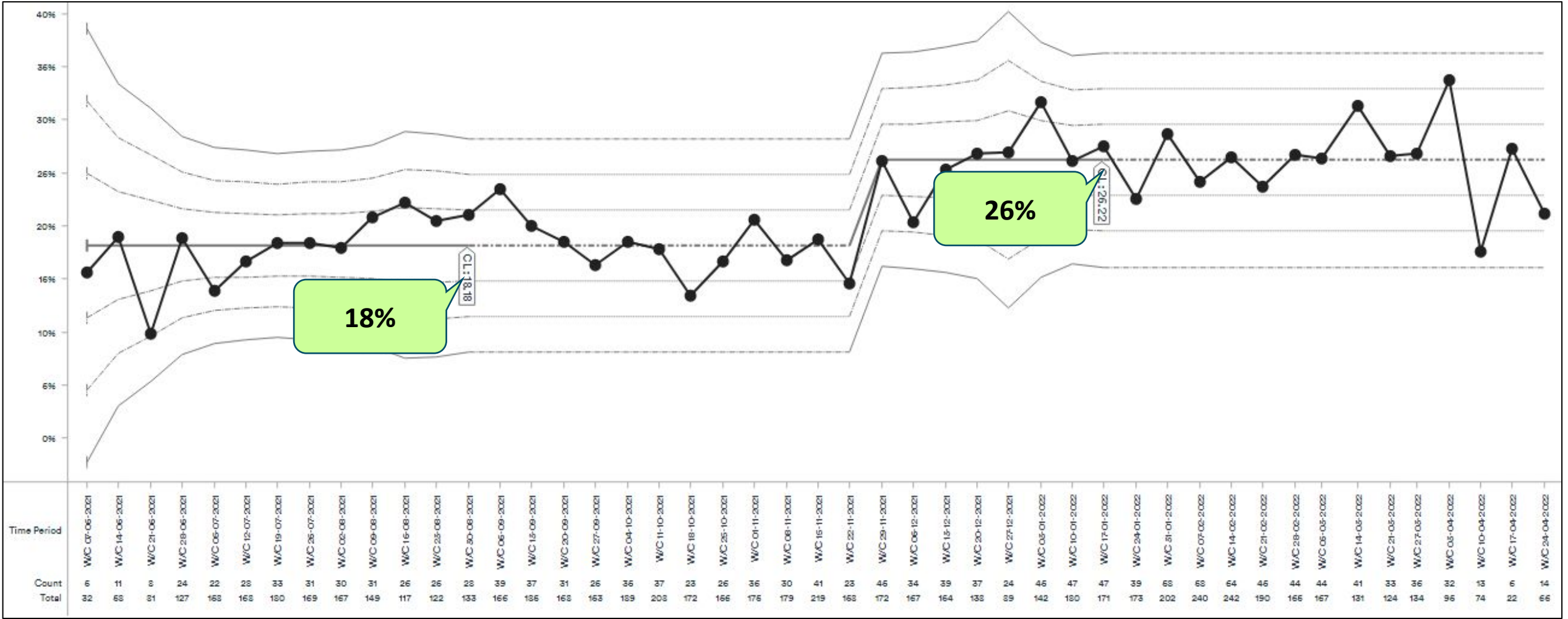
To enhance staff wellbeing and create joy in work

Model for Improvement



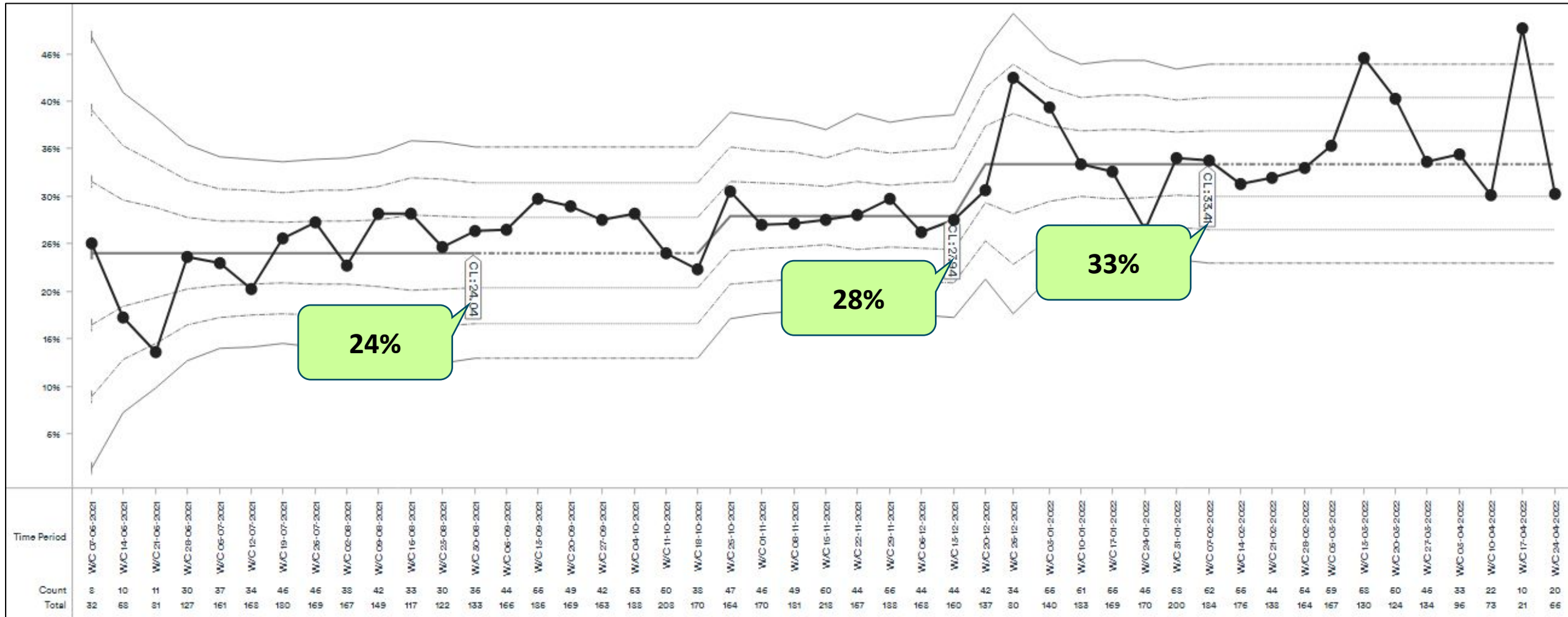
Enjoying work

% people who have enjoyed being at work frequently



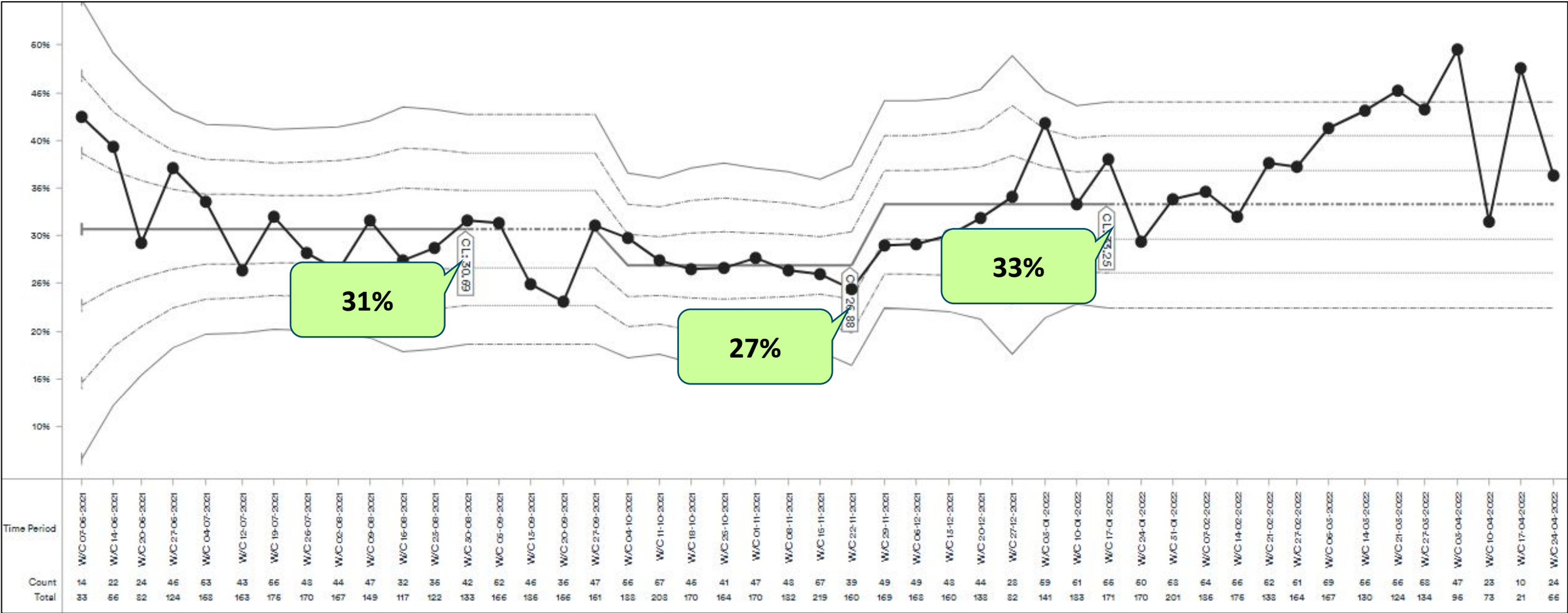
Feelings of burnout

% people who experience no symptoms of burnout



Recommending team as a place to work

% people who are **extremely likely** to recommend their team as a place to work (9 or 10 out of 10)



3 year programme at RCPsych on advancing mental health equality

Neath Port Talbot Mind
Black, Asian and minority ethnic populations

Mind in Hampshire
Young black men, IAPT service/talking therapies, LGBTQ+, transgender people

Livewell Southwest
Severe mental illness

Norfolk and Suffolk
Black men, refugees and forced migrants

Barnet, Enfield and Haringey
Black men in Haringey

Mind in Tower Hamlets and Newham/Haringey
Young black and mixed race/dual heritage men, muslim women/black women, people with dual or mixed heritage

Pennine Care
Women military veterans, Bangladeshi and Pakistani men and women, transgender community

Avon and Wiltshire
Young black men, transgender people, rural communities, learning disabilities and neurodevelopmental disorders, and more.

Devon Partnership
Black, Asian and minority ethnic communities, looked-after children, older adults, homelessness, and more

Somerset
Male adult gypsy, Roma and Traveller community, rural communities, sex workers, autism, LGBTQ+ community

Mind in Croydon/Kingston
Korean community, carer population, neurodivergent individuals with comorbid mental health diagnosis (e.g. autism/adhd)

Mind in North Lincs/North Stafs
People with autism, people who are homeless or at risk of homelessness, ex offenders

Southern Health
People experiencing psychosis, socio-economic status, ethnicity, use of interpreting service, homelessness

 #AMHE



So, how can we improve mental health at population level?

Design at scale, test and involve people locally

Start by understanding what matters, and what contributes to good mental health and quality of life

Understand local assets

Partner

Test ideas and iterate

Move the money

Prioritise children

Redesign through coproduction



@DrAmarShah