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WELCOME

Welcome to the 57th edition of the Newsletter on the theme of *workforce solutions, the way forward*. It is wonderful to see how many articles have been submitted to showcase all the good work from our services and it is a great way to kickstart the newsletters for the year.

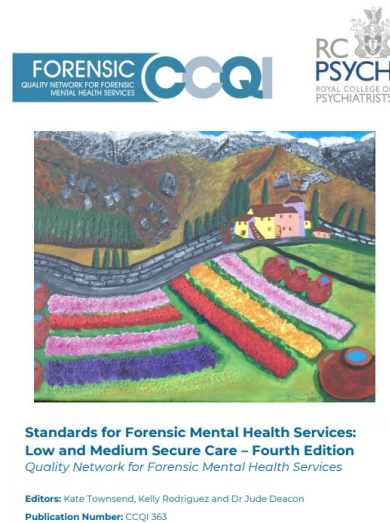
This newsletter contains a range of articles including the introduction of new roles to address recruitment challenges, the creation of a new welcome programme for new staff and the launch of an international recruitment programme, amongst others. These articles provide great examples on how services can address the current staffing challenges in line with the national shortage.

The Quality Network team have been carrying out peer-reviews for a number of months and the cycle is now nearly at an end. The team, and reviewers, have been enjoying the return to face-to-face reviews for full reviews and these have received positive feedback. It is always exciting to network with other colleagues!

The revision of QNFMHS standards is well underway. This began with an e-consultation where services were asked to complete an online survey to highlight any proposed changes to the current set of standards. This feedback was shared with the QNFMHS Advisory Group to create the first draft of the standards. The Advisory Group comprises of professionals who represent key interests and areas of expertise in the field of forensic mental health.

This includes patient and carer representatives who have experience of using these services. The second, and final, stage is to present the proposed changes to the standards to our members via an online meeting. More information can be found within the newsletter.

Lastly, registration to attend the 2023 QNFMHS Annual Forum is now open. This year, this is planned to take place in person at the RCPsych in London. This will be the first face-to-face event the Network has held since the COVID-19 pandemic began and we are very excited to facilitate a day of networking and learning! More information can be found within this newsletter.



Kelly Rodriguez, Programme Manager

Role Introduction

Dr Andrew Hider, Consultant Clinical and Forensic Psychiatrist, Heatherwood Court, Ludlow Street Healthcare Group

This article outlines the development of a new role at Ludlow Street Healthcare Group (LSHG) in response to the challenges of recruitment into mental health inpatient services.

Routine recruitment activity for some time had noted a very high level of applications to graduate assistant psychologist positions, sometimes attracting over 100 applications per vacancy. At the same time, application numbers for support worker roles were not attracting sufficient applicants.

A working group was established, building on feedback from service user meetings and service user involvement in clinical governance forums, to design and deploy a new role that may be attractive to people seeking experience in the broad area of psychological care delivery within tertiary mental health services. It was seen as important to design the role so that it contained the following components:

- Scheduled clinical and quality improvement work alongside direct care delivery work.
- Access to learning and personal development that would equip graduate applicants to gain experience relevant to applications to any of the core clinical professions (i.e. nursing, clinical and forensic psychology, medicine, social work).
- Access to monthly supervision from a qualified clinical psychologist.
- Access to organisational CPD and opportunities to engage in research/service evaluation activities.

The role specification was designed by a multi-professional working group, as was a specific job handbook for the role, specific to all LSHG services, to support visibility of the role definition, KPIs and purpose. This handbook incorporated the development of a number of bespoke satisfaction questionnaires to ensure evaluation took place.

A standard procedure for role implementation was developed with senior operational and clinical staff, incorporating service wide

communications, to provide clarity for all staff re: the specific remit of the new role.

Financial planning took place regarding the balance between shift work and supernumerary time, settling on two days a month of non-direct activity time. A specific recruitment workshop was developed involving assessment of situational judgement, relevant assessment of basic competencies and general role preparedness.

The role was implemented in 2020 despite the pandemic - planning work had taken place just before the pandemic response period and it was assessed that the workforce need remained such that implementation was still necessary. However, the pandemic prevented scaling out of the role at the speed initially envisaged.

There are currently 28 people employed in the role throughout the organisation out of a total support worker cohort of c. 700 staff, all working to specific job handbooks for the clinical areas in which they work. The role has supported the enhanced provision of formulation-based approaches to care, compliance with core restraint reduction activities such as regular support plan review and positive monitoring activities. It has improved use and visibility of formal service outcome measures and supported improved patient experience in those services that have made full use of the role.

In future the organisation intends to further publicise and enhance the use of this workforce, promoting it more broadly to those with interests in the wider mental health workforce roles as well as clinical psychology (where most of the interest to date has come from). The organisation is also developing a core curriculum for the role in each site as part of a 'skills escalator' project currently being undertaken by the organisation's learning and development team.

The lack of sufficient trained registered clinicians of all disciplines impacts on the ability of all mental health services to implement evidence and values-based approaches to mental health care to the degree that services would like. We do not see the role as a replacement for the skills of registered clinicians but instead see it as an important step in injecting greater levels of skill and interest in these approaches into the workforce, while supporting those in the role to develop their careers in the directions in which they aspire to go.

The nature of the role means that retention is

generally short term, but many applicants are successful in securing promotional or training positions, both internally and externally, that fit their career aspirations. On balance, the quality

benefit and impact of the role in reducing the quality risks of agency use has outweighed the disadvantages of turnover.

New Welcome Programme Initiative for TEWV Employees at Ridgeway

Stacey Collings, Practice Development Practitioner, Ridgeway, Tees, Esk and Wear Valley NHS Foundation Trust

Practice development practitioners, alongside a supportive administrator, have developed a three week-long welcome programme for new colleagues at all levels and professions employed to work within Ridgeway, a secure inpatient service (SIS) in Roseberry Park Hospital. It's a very exciting time within our service and we hope that this new initiative will support, develop, and prepare our newly employed colleagues and ensure we continue to invest and develop our colleagues and services.

Tees, Esk and Wear Valleys NHS Foundation Trust offers a corporate induction that our colleagues do attend. However, we devised a bespoke welcome for SIS employees to make sure our colleagues are informed and supported with the knowledge and skills they need to deliver a high standard of individualised care, that the service expects. As a service, we also want to ensure we provide visible leadership and accessible support to them.

To inform the programme, we completed a training needs analysis for the service, considering our trust strategies, clinical model of care, suggestions from CQC visits and action plans and appropriate wants and needs - including speaking to all colleagues on different levels.

Firstly, within September of 2022, we developed and piloted a four-week induction alongside our colleagues in workforce development. This included all identified training needs from our services but also incorporated our corporate welcome, basic life support and positive and safe

training, with a view for all new team members to be fully prepared to start within their team.

From evaluation and feedback gathered, we soon identified that this was a "gold standard", that the service would like to provide and support whole heartedly. Nineteen members of staff attended in September 2022 and at time of writing (March 2023) we have 100% retention rate.

We went on to develop and agree a three-week welcome programme that will run every 12 weeks. Within this, we were able to secure basic life support training and added extra sessions that we didn't have within the initial pilot programme, that were identified from our training needs analysis - including Autism level 2 training, dialectical behavioural therapy skills, and restrictive practice. Building relationships with internal and external colleagues, including charities, we feel is imperative to allowing this to be successful.

Additionally, we have also reviewed our ward induction booklet and buddy system that supports colleagues at team level to gain opportunities to develop and support within their role and team. This is reviewed within supervision and encourages conversation with line managers - used to record their achievements within their personal file. Our team will be monitoring the quality and relevance of this through ongoing collection of qualitative and quantitative data from attendees and facilitators and report back into our governance meeting.

Following our training needs analysis, we have developed a skills matrix to ensure and support in maintaining records and skill base/development opportunities for our colleagues. We are currently looking into how we effectively implement this into existing monitoring and processes.

It is recognised that gold standard would be to include basic life support consistently and the service is aiming to secure these.

There are two more welcome programmes scheduled for this year, one in June and one in November; then each 12 weeks throughout 2024. We hope to continually learn and develop from these. As part of our continual development, we

plan to arrange feedback sessions to reflect, asking for suggestions from facilitators and managers. We will continue to gather feedback and evaluation from attendees too.

Feedback so far from all involved has been very positive. One comment read: *“As a new starter, I have really appreciated the time taken by the trust to equip us with relevant skills to enable*

us to get on with our new job roles in a better way. This has made me more confident and less anxious. Well done to the team that prepared the whole welcome.”

We would like to thank our senior management team and colleagues for supporting us to provide this programme and all individuals who've helped to deliver this.

Cook Healthy, Eat, Repeat: A Recipe for a Healthier Lifestyle

Dale Crookes, Lead Forensic Dietician, Roseberry Park Hospital, Tees, Esk and Wear Valley NHS Foundation Trust

The Dietetic and Speech and Language Therapy teams, within Secure Inpatient Services at Roseberry Park Hospital, won the Forensic Mental Health Services award at the national Positive Practice in Mental Health Awards 2022. This is in recognition of the production of 'Cook Healthy, Eat, Repeat: A Recipe for a Healthier Lifestyle' - a healthy and accessible cookbook co-created with service users to develop cooking skills and promote eating healthy, balanced meals.

Within Secure Inpatient Services at Roseberry Park Hospital, 90% of service users fall into the 'overweight' or 'obese' categories. This figure is a significant concern due to the physical health risks associated with an unhealthy diet and excess body fat. In 2019, NHS England set a CQUIN target titled 'Maintaining a Healthy Weight in Adult Secure Services' to address the obesogenic environment within secure inpatient services across the country.

Strategies were implemented during the first covid lockdown in order to address the obesity rates within the service, however this was put on hold during the second lockdown due to Covid measures and the redeployment of AHP staff.

Since then, we have developed an Obesogenic Environment Project to be able to re-address the obesity issues within the service. One way of

doing so was to develop an accessible single portion cookbook with and for service users to help aid their recovery and increase their cooking skills prior to being discharged. Service users shared their favourite recipes, and these were adapted to recreate healthy, single-portioned versions of their favourite meals.

The information within this cookbook is accessible, using plain English, with a glossary and visual measure guide to support services users in following the cooking methods.

This cookbook includes 40 healthy and balanced single-portioned recipes, each consisting of everyday ingredients to support service users with improving cooking skills, increasing independence, and broadening awareness of healthy meal ideas. The Dietetic and Speech & Language Therapy teams work closely within Secure Inpatient Services providing high quality nutritional care and communication support, prioritising patient voice at the heart of all service level change and clinical decision making.

This cookbook can be used as part of the recovery pathways within hospital promoting cooking skills and knowledge around healthier meals. The launch of the cookbook to the wards included a free copy of the cookbook, tasters of 3 different recipes and a hamper of cupboard essentials provided to each ward to encourage healthier options when cooking.

For any further information please contact Dale Crookes, Lead Forensic Dietician (dale.crookes@nhs.net).



Follow us on Twitter @ccqi_@rcpsych and use #qnfms for up-to-date information

The Role of Peer Support and Lived Experience as Part of NHS Modernisation

Andrew Gale, Senior Peer Support Worker, Arnold Lodge, Nottinghamshire Healthcare NHS Foundation Trust

Dear Readers,

It seems a long while since my last contribution and this month as we think about Workforce Solutions that focus on improving the experience of care for our patients got me thinking how relevant peer support is as a part of finding solutions.

As the NHS transforms into a more dynamic and modern model of care and operation it seems how relevant Lived Experience can be in helping shape the future of the NHS and our Trust.

For those of you who don't know me my name is Andrew, and I am the Senior Peer Support Worker here at Arnold Lodge. I have the great privilege of interacting with all the patients here at the hospital so if you are a carer or professional outside our hospital then a very warm welcome to you from myself.

It is incredible to think that Peer Support has now been embedded in Arnold Lodge for over two years and continues to receive wonderful support and be seen for the benefits it can bring as part of a wider staffing workforce. Over the last two years I have been extremely privileged and lucky to help promote how Peer Support can be a successful element in a forensic setting, so much so that Nottingham Health Care Trust have now recruited a Peer Support Worker for our High Secure Services (another first).

Furthermore, Arnold Lodge has successfully recruited a second Peer Support Worker who will be starting imminently; and they will hopefully introduce themselves to you all in the coming months. I am also really pleased to announce we will be shortly beginning the recruitment process of looking for a third Peer Support Worker to join our team.

With these new posts it got me thinking just how much the NHS landscape is changing with the investment being made in posts of a lived experience nature and how they bring something fresh and different to the patients we care for every day. I still stand by the fact that the therapeutic relationship between two people that have both lived a journey of recovery has something special and unique about it.

It provides insight into supporting the recovery of someone from a very different angle and in my experience is one of the enablers into providing HOPE again to anyone on a road of recovery. For example, a patient in crisis can sometimes find that element of optimism again from the support of someone with lived experience who has a story of their own to tell. Using their own insight and experience of handling and navigating their way through their recovery can just make that little difference that others may not be able to do so.

When you think of all the different settings that we see lived experience being used to support those who need help and support it is not surprising that we are seeing a rise in Lived Experience roles in the NHS. After all Peer Support is not something new these days as it has been around for many years in many forms but what is now evident, is the investment being made into it. Only last month saw the launch of the national Peer Support Apprenticeship scheme as part of National Apprenticeship week.

Our trust has been heavily involved in pioneering this Apprenticeship from our own Peer Development Team and our Education Department over at our head office. I am hoping to share with you all some more updates on this work in the coming months.



Training for a more diverse psychology workforce

As part of the continuing drive to widen diversity in clinical psychology in the NHS, Arnold Lodge Psychology Dept has joined other Psychology Depts in the Trust in offering an HEE funded bursary placement to an undergraduate student from this background. We look forward to feeding back on this experience.

Another developing area within psychology at Arnold Lodge has been the introduction of Health Psychology, which has complimented existing

psychology provisions (Clinical and Forensic Psychology) well. Health Psychology is the psychological processes underlying health, illness, and health care, and promote and maintain individual health, improve health care system and health policy formation. It also includes the prevention of illness and disability, and the enhancement of outcomes for those who are ill.

Dipti Mistry, Health Psychologist in training, started the journey of Health Psychology back in 2020. Working primarily within the Women's Service, including the Enhanced Medium Secure Service, at Arnold Lodge, Health Psychology has been focusing on the psychological factors associated with health and illness. Taking a trauma-informed approach in considering physical healthcare, it has provided patients within the service and the clinical team to broaden the focus within everyone's recovery.

The introduction of Health Psychology has provided some exciting initiatives. This has included interventions relating trauma-informed gynecological examinations, pain, difficulties with eating and the management of long-term illnesses have supported patients within their treatment and recovery.

Of significance, the introduction of a gender specific programme, The Women's Health Education and Self-care group, has included interactive and innovative methods of learning to develop patient's knowledge of women's sexual and reproductive health matters.

A programme including patient contributions, alignment with the service's trauma-informed treatment model and integration of health literacy has completed its pilot programme. The success of this, and Health Psychology, has included supporting the National High Secure Healthcare Service for Women to set up an adapted version of programme.

The contributions of Health Psychology within the Women's Service have included an important piece of research looking at the experiences of cervical cancer smear tests within this population to inform clinical practice. This research is in the final stages of analysis, and the findings will be shared soon.

The success of Health Psychology contributions to the service are now beginning to expand beyond the Women's Service. Interventions within the Personality Pathway have been introduced including a Cognitive Behavioural Therapy for Insomnia group and work around Medically Unexplained Symptoms.

The ongoing developments are also being extended to the Male Mental Health Pathway which will also soon their own Cognitive Behavioural Therapy for Insomnia group specifically for those with psychosis as well as a Men's Health group.

The journey of Health Psychology remains ongoing, which I hope to keep you posted on.

International Recruitment Helps Close the Vacancy Gap in Secure and Forensic Wards at NFST

Priscilla Nzounhenda, Deputy Lead Nurse (Interim) – Secure and Forensic Services, Norfolk and Suffolk NHS Foundation Trust

The Norfolk and Suffolk Foundation Trust provide

mental health and learning disability care for people across Norfolk and Suffolk. We are dedicated to providing high quality care with compassion, delivering many of the NHS services that are provided outside of hospital and in the community.

The negative health, economic and social impact of COVID-19, coupled with the increasing demand for mental health services has brought about severe shortages of registered healthcare staff in our secure and forensic wards. In addition to this, our Trust sits in a rural area which makes it harder to attract nursing staff.

To close the vacancy gap within the Trust, we launched a programme of active international recruitment of health personnel. There was a dual purpose to this; to provide opportunities for

international nurses to make a new life in a developed country and at the same time supporting the deficit of nurses with kind, compassionate, caring, dedicated, skilled individuals - a natural set of assets which aligns with our Trust values.

We used a variety of methods to recruit internationally, including visiting countries, word of mouth and online applications (such as the Trac system). All the interview processes were conducted virtually. We have successfully recruited a total of 52 international trained staff to our Trust, ten of whom are based in our forensic and secure units.

To ensure our international colleagues were supported with a smooth transition to a new culture and country, our Black, Minority and Ethnic (BME) employment engagement network provided a 'buddy scheme' to help with the social adjustments. We also launched an International Staff Network group as an additional supportive network to help with opportunities for development, building confidence and competence.

As a Trust, we have 100% pass rate on the Objective Structured Clinical Examination (OSCE) as per NMC standards. Regardless of being internationally trained, our international colleagues have shown resilience and determination by overcoming all the barriers and getting the UK's NMC registration.

We are also reaping the benefits of a wealth of transferable skills and varied experiences that our international nurses bring with them. Not only are we learning from the best practice from their various countries, as a trust, we are creating opportunities to hone these skills as they further

bring that robustness to the quality of care our patients receive.

The RGNs and midwives moving over to a mental health organisation are often disadvantaged because they have no mental health experience, however we are turning this to our advantage and utilising their skills as most of our patients have co-morbidity. The wealth of their physical health knowledge benefits the patients by providing a more holistic approach.

We have a robust Trust induction, and all staff are very appreciative of this. However, it is the workplace induction, expectations of others and readjustment to different cultures, work environments, home environments, communities, and e-learning all in a short time that will be crucial to the long-term success of our international recruitment programme.

As a result of some of the learning, we have now implemented a 12-week hybrid coaching scheme to enable our international nurses to bridge the theory-practice gap. The hybrid coaching will afford the nurses the opportunity to put theory into practice without being expected to be productive from the onset. At the end of the 12 weeks of hybrid coaching, the nurses will not only be competent, but also confident to take charge of a shift.

To further support the induction and retention of our international nurses, we plan to develop more information and resources to support teams and managers to prepare in advance for new arrivals and to have a bespoke support in place. We also plan for international colleagues to meet with their mentors at least once a week to get competencies signed, and to implement the student nurse's placement model to supporting the nurses.

Online Peer-reviewer Training

Reviewer training is a free event for staff from a service that is a member of the Quality Network. The training is a great learning experience for those who are interested in participating in the new virtual peer-reviews of medium and low secure forensic mental health services.

The following training sessions will be held on MS Teams on:

- 11 April 2023 (10.00 -12.00)

If you are interested in attending, please complete this [booking form](#). Dates for later 2023 sessions will be available later in the year.

The Quality Network for Forensic Mental Health Services is revising the current set of quality standards.

Following an e-consultation, a draft set of standards has been developed and the changes will be showcased during an online meeting. This provides a second opportunity for members to provide feedback.

Please sign up to this meeting via the **[booking form](#)**.

This meeting will take place on **12 April 2023**, the exact timings will be confirmed closer to the time.



The Quality Network for Forensic Mental Health Services (QNFMHs) is excited to open registration for the QNFMHs annual forum 2023!

To register to attend, please fill in the [booking form](#) (please complete one booking form per person).

Date: Thursday 22 June 2023

Time: 10:00 - 16:00 (the final programme and timings to be confirmed)

Location: Royal College of Psychiatrists, 21 Prescot St, London E1 8BB

Price: £70 for anyone working in a member service, £100 for non-member services. Patients and carers are able to attend the event for free.

We are taking **proposals for presentations** at the QNFMHs Annual Forum. Please complete [this form](#) to submit your proposal. Presentations should be no longer than 30 minutes. The deadline to complete this is **10 April 2023**.

Quality Improvement (QI) Collaborative
focusing on Demand, Capacity and Flow in
Mental Health Services across the UK



The NCCMH at the Royal College of Psychiatrists have launched an 18-month subscription Quality Improvement (QI) Collaborative focusing on Demand, Capacity and Flow in Mental Health Services across the UK. The broad aims of the Collaborative are:

- **to support community and inpatient teams within mental health services to understand demand, develop and test change ideas to improve flow, reduce waiting lists and manage demand in creative ways.**
- **to provide opportunities for peer-to-peer sharing and learning through regular in-person events.**

For more information, visit the [NCCMH website](#).

Useful Links

Centre for Mental Health
www.centreformentalhealth.org.uk

Department of Health
www.doh.gov.uk

Health and Social Care Advisory Service
www.hascas.org.uk

Institute of Psychiatry
www.iop.kcl.ac.uk

Ministry of Justice
www.gov.uk/government/organisations/ministry-of-justice

National Forensic Mental Health R&D Programme
www.nfmhp.org.uk

Offender Health Research Network
www.ohrn.nhs.uk

Revolving Doors
www.revolving-doors.org.uk

Royal College of Psychiatrists' College Centre for Quality Improvement
<https://www.rcpsych.ac.uk/improving-care/ccqi>

Royal College of Psychiatrists' Training
<https://www.rcpsych.ac.uk/training>

See Think Act (2nd Edition)
<https://www.rcpsych.ac.uk/improving-care/ccqi/quality-networks-accreditation/forensic-mental-health-services/see-think-act>

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Follow us: @rcpsych @ccqi_
And use #qnfms for up-to-date information

Royal College of Psychiatrists' Centre for Quality for Improvement
21 Prescott Street, London, E1 8BB

Knowledgehub

Have you joined the QNFMHS Online Discussion Forum yet?

Joining Knowledge Hub will allow you to:

- Share best practice and quality improvement initiatives
- Seek advice and network with other members
- Share policies, procedures or research papers
- Advertise upcoming events and conferences

We use Knowledge Hub as our main way of communicating with our members, so in order to keep up to date with the Quality Network, ensure you sign up!

Email 'join Knowledge Hub' to forensics@rcpsych.ac.uk

www.qnfms.co.uk