

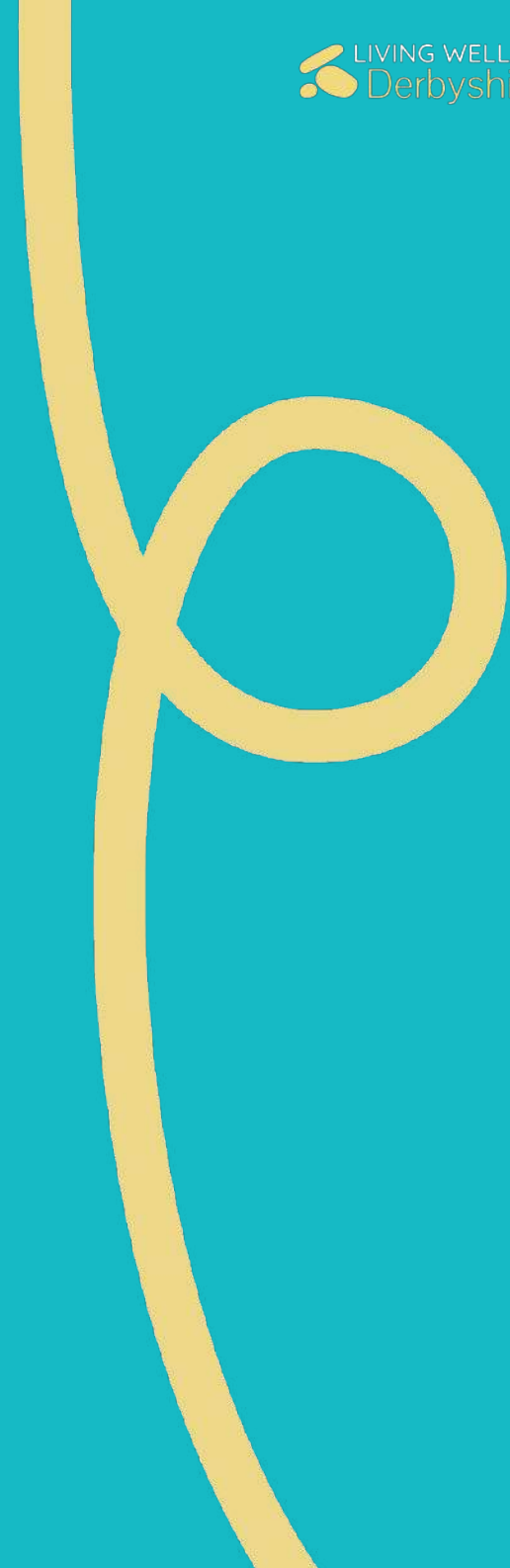
LIVING WELL

# North East Derbyshire & Bolsover

A new vision for  
community mental health

# About us

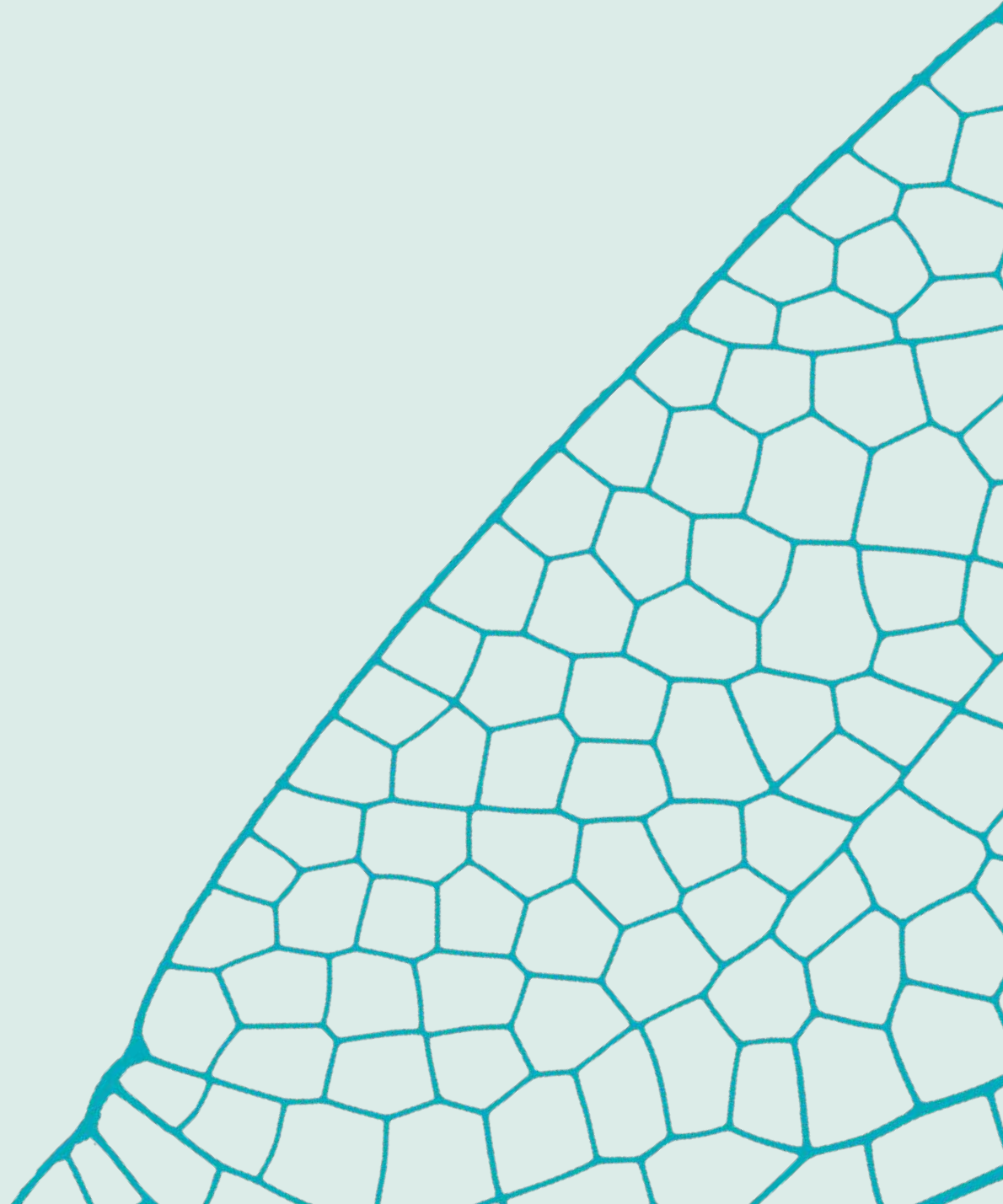
Our collaborative



# About this handbook

This handbook summarises the design of the new approach to community mental health in North East Derbyshire & Bolsover.

It is owned by the Collaborative and will develop over time as ideas expand and new ways of working emerge. It acts as a common resource, to bring together our latest thinking.





We are a group comprising commissioners, providers, the statutory sector, the voluntary sector, local authority and people with lived experience of mental health - all working together on behalf of the wider system to reimagine the future of community mental health and look after the health and wellbeing of our local community.

# The context

Derbyshire is developing a new way of working across the whole system to provide person-centred, holistic and community-based care and support. The programme, called Living Well, will transform our work across voluntary and statutory organisations - through creating new teams, new networks and new community support.

## LIVING WELL Network

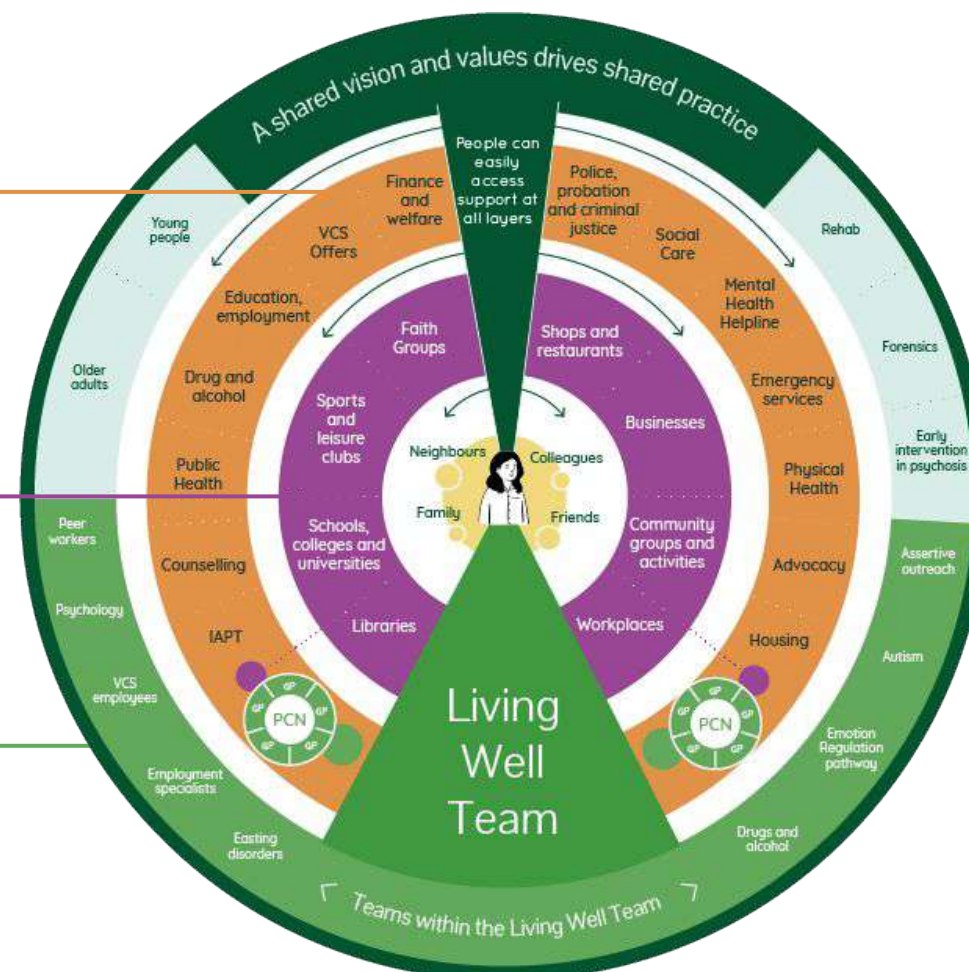
When someone needs help, no matter which way they turn, there will be someone there for them. This network connects the individual to public services, charities and community groups and even their own family and friends. It does this by connecting organisations providing mental health support, to act as a network of open doors. The network builds strong partnerships and common forms of practice, so what is experienced in one part of the system is echoed everywhere else.

## LIVING WELL Community

Support in everyday places is often what keeps us well - and the Living Well community makes sure family, friends, employers, local community groups, hairdressers, pubs and others have the confidence and resources they need to respond to suffering and distress. Therefore preventative support is based here, and opportunities for support from services are connected into it.

## INTEGRATED LIVING WELL Teams

This team of people, with a range of expertise and experience, will provide mental health and wellbeing support across the range of challenges people face. This team integrates the current Community Mental Health Team with a wider team providing multidisciplinary time-bound support to create an open access 'front door' to ensure that everybody gets the support they need.



# Our manifesto

To make this transformation successful we will:

## Build strong partnerships

We create the space and opportunity to build strong partnerships with each other and the wider community and we take time to understand each others' strengths and constraints

## Keep it human, vulnerability is our superpower!

We bring ourselves here as people, bringing in our own vulnerabilities and lived experience, and inviting others to contribute, even when they need help

## We assume kind intentions

We are kind to each other and increase our ability to listen when we disagree, because we know different views often lead to better solutions

## Be outcomes focused and celebrate success

We pay attention to the outcomes we want to see and celebrate success, telling the stories of positive change, to help grow momentum and bring hope

## Believe in people and their potential

We stop trying to "fix people", and invest in the right information and support, to enable people to be in control of their health and wellbeing and what works best for them

## Be prepared for some disruption

We want to genuinely shift how we practice and behave, which we know will mean changing narratives and existing power dynamics

## Learn from failures and successes

We want to encourage ourselves to take positive risks, and to listen attentively to what people getting support and their families tell us, and be open to change.

## Listen actively and have brilliant communication

We listen to people, their families and staff, and develop creative and clear ways of explaining the work and keeping everyone up to date

## Practice genuine co-production

We connect and enable people with lived experience to co-lead this change and include all voices and contributions

## Have a shared purpose and shared values

We are clear on why we are doing this, and live our values in every encounter.

# About North East Derbyshire & Bolsover

Our story of change



# A story of place

North East Derbyshire & Bolsover is a rural place with a rich heritage, home to four market towns and many strong and tight knit communities.

## Old industry and new possibilities

North East Derbyshire & Bolsover has a proud mining history and industrial heritage. Though its pits are all closed, coal mining still defines much of the landscape, with the development of the pits memorialised in the terrain of Country Parks such as Shipley.

The Bolsover dragonfly is a giant fossilised dragonfly that was dislodged in 1979 by local miners. To us, the dragonfly symbolises both a proud heritage and new possibilities- with dragonflies still free and flying across our countryside today.

## Caring and tight knit communities

Sharing and togetherness is important to people. People really support and look out for each other. There are many active Facebook groups and strong local planning groups, as well as a high number of informal carers.





# The story of change

## Our strengths and our challenges

Our Collaborative is a build on the fantastic work delivered by the North East Derbyshire & Bolsover mental health subgroup. We have understood the strengths for local people as well as the challenges, through collecting data and listening to stories of lived experience.

We know that people really care. This was particularly evident in the ways people looked out for each other through the pandemic. In our communities, mental health is becoming less of a taboo and people are more open to talking.

We have some great workers supporting people, who are kind and committed. Social prescribers have joined our ranks in the last couple of years and are delivering brilliant work.

However, our services are under extreme pressure. We don't have enough staff, resulting in long waiting times and gaps between appointments. Services are fragmented, with high turnover, too much lone working, and we struggle to work together as one team. We are focussed on risk, and coordination, and this drives admin heavy culture and practice.

In the past we had some great initiatives and more resource. There is a sense of loss for these, but we remember what is possible. While virtual working has some great benefits, one of our priorities is to create more welcoming places where people can pop in when they need to.

# A glass half full

## Our strengths as a place and as a system

### A strong voluntary and community sector and passionate community activists

We are a strong community with a shared appetite for working together and improving things for people.

North East Derbyshire & Bolsover has a brilliant and active voluntary, community and social enterprise (VCSE) sector. These include umbrella bodies like VSC Alliance, Bassetlaw CVS and DVA – who support the coordination of mental health support in our area. Other key organisations include Drumfield retirement group, Alzheimer society, ReThink, the Chat & Craft group in Hillstown community centre, and Young People Club.

As well as more formal organisations and groups, our area has a number of passionate community activists and local people setting up groups and activities in their community.

### Delivering person-centred social and practical support

We are passionate about building on the strong person-centred practice and social prescribing work that takes place locally. As a place, we are really good at delivering person-centred care, by both clinicians and non-clinicians.

Social prescribing has grown a lot in recent years and has been really effective at connecting people to social and practical support. These initiatives include social prescribing Link Workers, VCS hot desks in several towns, and JOY - an online platform and social prescribing Facebook Group.

### Established partnerships and cross-sector collaboration

Our system already has strong partnerships and is set up well for collaboration.

We have established local partnership forums for coordinating and sharing information. These include Bolsover Partnership team, Place Alliance, Healthy North East Partnership and existing Health and Wellbeing Partnerships and different subgroups.

We are also growing cross-sector collaborations. For example, Community Mental Health Teams (CMHTs) have established relationships with some VCSE, care organisations and care homes, and we have strong links between primary care and Older Adults CMHTs. We still have a way to go, and have integrated a need to integrate mental health with other interrelated sectors such as housing.

### Places for wellbeing and peer support

North East Derbyshire and Bolsover is home to many places of natural beauty or rich heritage which are important for people's wellbeing locally, as well as lots of community groups offering different activities and social support. Whether you're taking a stroll at Hardwick Hall, collecting food parcels and taking part in cooking classes at Rhubarb farm, getting creative at Arts and Minds, or visiting Tesco community rooms in Clay Cross - there are all sorts of places for meetups and activities.

Local groups delivered by local people are dotted all over. Rethink run peer support cafes, the Community Cafe in Shirland is completely run on volunteers,, Dronfield has an active retirement group, and Men in Sheds is a group run by men offering one another peer support.

Support doesn't need to be delivered in clinical environments, it can be found in people's communities and close to home.

# Places to grow

## Gaps and challenges locally

### Gaps in awareness and communication

There are challenges locally around gaps in awareness and communication- both for people seeking support and between teams and services.

Many people are finding it difficult to know what type of support is available, where it is available and how to access it. The Rethink mental health Support Map is a great resource and we want everyone to contribute to it so that it is up-to-date with all the right information. Social prescribers working in primary care would benefit from closer collaboration with secondary care to enable both teams to exchange information and ensure people are introduced to the right place.

Geographical boundaries covered by different teams in NEDB (PCNs, CMHTs, social care, etc.) are not coterminous, which causes a lot of confusion and gaps in information sharing.

### A need for more support around neurodiversity, trauma and complex needs

There is still insufficient support for lots of people in the area, particularly those with neurodevelopmental, psychological and complex needs.

For those with Autism, ADHD and learning difficulties, a lack specialist of support can lead to people being being met with inappropriate support, which in turn can mean that their situation deteriorates.

There is also a need for more psychological support for people (outside of IAPT), especially for people with a history of **trauma** who are excluded by existing psychological support pathways in secondary care.

### Thresholds, exclusion criteria and a lack of preventative support

Exclusion criteria and thresholds mean people aren't accessing support in secondary care, whilst there are also a lack of preventative support offers to help people avoid escalation into crisis. This contributes to relatively long waiting lists for secondary care.

### Delivering in-person support in people's community

The pandemic shifted many services online, which has benefited some and impacted others negatively. The current shift back to in-person meetings is sometimes hampered by a lack of venues and spaces for individual and group work. There is an opportunity to make better use of places and spaces in the community to offer people support.

# Our vision

And values for the future of  
Community Mental Health

**Empowering and reducing stigma,** educating and informing carers, peers, non-clinicians (barbers, etc.) in mental health

Focus on community activities, inclusion of family, **everybody involved** - a real community response

**Investing in and partnering** with local organisations, places and resources, so that people can be supported locally in trusted and relaxed settings

We work with GPs, link workers and community groups to reach those **socially isolated or 'under the radar'** of existing services

**Protecting and funding grassroots** and community support

**Taking time to really listen** and work with people's goals and networks of support

**An service for adults of all ages,** easily accessible 24/7 within the local community, both physically and virtually

**Strong peer support offer,** led by people with lived experience involving breadth of experiences and links to local groups

Trusted, **human relationships** at the heart

The input and involvement of **people with lived experience** steering our work

### **Needs-based support**

Rethinking what really matters beyond "mental health" - including housing, finances, physical health and wellbeing.



# Our Values

Underpinning our approach



## Person centred outcomes

We believe in finding out what matters to people and are passionate about choice and inclusion



## Voice of Lived Experience

We put the voice of lived experience at the centre of support and decision making



## Holistic support

We work with the whole person, not just their diagnosis.



## Coproduction

We are committed to coproduction and co-produce support with people, communities and each other



## People, not patients and professionals

We see people as individuals within their communities, rather than 'patients', 'service users' or 'professionals'



## Whole family approach

We consider the needs and strengths of the whole family and empower and support carers



## Strength based and trauma informed

We believe in people's strengths and build on these. We ask what's happened to people, not what's wrong with them.



## Collaboration at all levels

We work collaboratively, as one team, with one purpose, and value and respect each others' expertise



## Empowering the community

We work hand in hand with the community to ensure people feel connected to and supported by those around them



## Permission to do differently

We are creative and radical- empowered to try new things, adapt and learn from each other and the people we support.

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# Our future model

for mental health



## Features of our emerging model

# Living Well Team



The Living Well team is community-based and provides people with access to many kinds of mental health support.

The team consists of multi-agency support staff, including enablement workers (Adult Social Care), peer workers and wellbeing coaches (Rethink) and support workers (Health), alongside MH practitioners (formerly CMHT) and administrators. The team meets daily to coordinate care using a person-centered, multidisciplinary approach to

best meet the needs of people.

Anyone who needs support can access the team. It operates on the basis of 'easy in, easy out' meaning people can self-introduce and come back at any time. However, Living Well's core focus is on those individuals who require several different types of support across multiple areas of their lives.

### Person led support

Living Well staff take time to build relationships with people, and their support networks, in order to effectively understand their worlds. Peer support is baked in from the start and is central to the Living Well offer. We will:

- Involve people's families, friends and other support networks in conversations about how to support them
- Co-produce support with people; be guided by their goals, needs and situations
- Meet people where they are at, physically, emotionally and psychologically.
- Recruit a range of peer workers, from different backgrounds and with different experiences, and training and supporting peer workers to flourish

### Holistic support from a multidisciplinary team

The diverse mix of skills, expertise and life experience of the Living Well Team means it is able to deliver a wide variety of support for individuals with mental health needs, including social, medical, practical and therapeutic services. The team will:

- Share caseloads and decision making, and jointly hold risks and responsibilities
- Work to a collaborative culture and practice model that offers people multiple perspectives and support options to choose from
- Continuously share knowledge and experience across team members to transform each others practice

### A welcoming easily accessible team

The team operates on the principle of 'easy in, easy out'. People getting support have a smooth experience coming into the team and know that when they leave, the door is always open to them to come back in. We will:

- Communicate the route 'into' the living well team clearly, with visible messaging online, and shared with partners
- Ensure that people can introduce themselves or be introduced by a peer or professional and can come back at any time
- Foster relationships with other organisations who might be better placed to help people and are committed to getting people to the right support first time.
- Provide people with advice and support to navigate the system

### Community collaboration

Members of VCSE are invited to take part in Huddles alongside clinicians; they co-locate in trusted and familiar community venues, as opposed to 'health' sites. We will:

- Be outward facing and invest time in developing relationships with other organisations
- Work from community spaces and always meet people in the community if that is what they choose
- Encourage named staff to hold relationships with community organisations across their footprint

## Features of our emerging model

# Living Well Network



The Living Well Network is a connected group of organisations who work together across Chesterfield so that people get seamless support.

When someone needs help, no matter which way they turn, there will be someone there for them. The network is a way for organisations to come together to use their relationships and resources to make sure that people get the support they need, when they need it.

This network connects organisations providing mental health support, to act as a network of open doors. This might include local community groups, talking therapies, housing support, crisis support, physical health support, careers counselling, places of worship etc. The network builds strong partnerships and common forms of practice, so what is experienced in one part of the system is echoed everywhere else.

### A multi-agency network of relationships and support

The network uses strong relationships and warm introductions to ensure people get a seamless experience and the right support when and where they need it. There are opportunities for organisations to come together to build strong positive relationships with each other. We will:

- Run events to get to know each other and understand the support organisations provide. These might include; knowledge-sharing events, joint training and learning and development opportunities.
- Take a lead in supporting partners to build trusted relationships across the system
- Use local community venues to host events and meetings

### Signing up to a shared set of values and principles

Organisations that sign up to the network align themselves to a network wide vision, set of joint working principles and values. There is a strong ethos to uphold the new ways of working and a pledge to stick to them. The network comes together to reflect on ways of working and developing new practices. We will:

- Develop values jointly and practices by professionals and people with lived experience.
- Ensure that we are continuously guided by lived experience; working closely with lived experience forums
- Proactively and consistently encourage different modes of feedback - and ensuring it is acted on

### A network of “open doors”

Never again should people hear the words “we cannot help you”. Our network is working to grow a practice of “let me connect you to the support you need”. Organisations can connect and reinforce each other, helping to fill gaps, strengthen the help available, and avoid duplication. We will;

- Work to a ‘no wrong door’ approach where staff support people whenever they encounter someone, and warmly introduce people to others when needed
- Formalise agreements are in place to enable joint working practices across multiple organisations
- Use stories, data, local knowledge and local wisdom to plug gaps, minimise hand-offs and improve outcomes for people

### Tap into and mobilise our existing VCSE sector; grow its impact and ensure it is fully engaged

The network reflects the diverse range of local organisations and everyone in the network is an equal partner. We work together to grow our collective impact. We will:

- Work with commissioners to influence what's on offer, and ensure that is responsive to need
- Have dedicated funded roles to support coordination, ensure longer term effectiveness and support organisations to overcome barriers to inclusion

## Features of our emerging model

# Living Well Community



Support in everyday places is often what keeps us well - and the Living Well community makes sure family, friends, employers, local community groups, and other places such as hairdressers and pubs and others have the confidence and resources they need to respond to suffering and distress.

Preventative support is vital, as are opportunities to connect services to where people are.

This work builds on the excellent work already happening in our communities. It aims to support communities to have more control over the support that is delivered, as well as more support to deliver it.

## A shared way of talking about mental health

Mental health is everyone's business and communities have a shared way of talking about mental health which focuses on: assets over deficits; the collective over the individual; normalising over stigmatising and the contribution of social justice to good mental health. We will:

- Use the Council newsletter (which goes to every household in the district) as well as social media to normalise and break down stigma
- Raise awareness of mental health through training, media use, campaigns and take advantage of existing communication and knowledge sharing forum like the NED and Bolsover Health partnerships
- Give people information and support that makes them confident to talk about their mental health

## Community coproduction

Enabling people who use services, and their local communities, to get involved in shaping and building and delivering support at every stage. When people seek help from services, professionals invite them to be part of creating, and improving how things are done, and what is available. We will:

- Connect a diverse range of people from different communities with opportunities to contribute
- Empower people to deploy their strengths to support others, strengthen their relationships and grow new networks of support

## Opening up trusted, familiar and informal settings

We work across a community footprint to ensure that people are able to tap into all of the support that is available and experience connected support in the places that are close to them. We will:

- Provide mental health advice in informal settings where people feel comfortable; open up community spaces and venues for supportive interactions and co-location of workers from all sectors
- Utilise and expand existing Wellbeing hubs - drop in spaces which are like conversation cafes
- Create spaces for people to come together to talk openly about their experiences and share wisdom, stories and skills to support one another

## Supporting community organisations

Part of our vision is that family, friends, employers, local community groups and others have the confidence and resources they need to respond to suffering and distress. The Living Well Team and Network help helping organisations to feel comfortable supporting people's mental health challenges outside of services. We will:

- Encourage and give permission to clinicians to move into and offer responsive support in communities
- Raise awareness of range of VCSE offers and voluntary groups that can help recovery and wellbeing
- Share skills and offer training to each other and local businesses in areas such as mental health first aid, trauma informed practice and suicide prevention