

Barnet, Enfield and Haringey



Mental Health NHS Trust

A University Teaching Trust

Recovery Strategy

Enabling people with their
recovery and wellbeing



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tomorrow

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Foreword

A note from Clare Scott, Interim Director of Nursing

This is the first Recovery Strategy that BEH has developed and it represents a progression in our practice and philosophy that we should all be immensely proud to be part of. It is an exciting time in person centred practice in mental health and physical health. Recent years have seen a rise in public understanding of mental health and subsequent development of the strength of the user voice. Recovery is a multi stranded philosophy which encompasses the strengths based approach, person centred practice, development of skills in self management and an embodiment of hope. Central to it is the concept that Recovery is a journey unique to each individual.

It is no coincidence that the Recovery Strategy is being launched simultaneously with the Clinical Strategy. They have always been designed to be read and implemented together. This Recovery Strategy represents a philosophical underpinning to the clinical approach of BEH which will see people using services ever more at the centre of our vision. The Recovery Strategy is in line with national best practice, and will attract and retain best staff, promote progressive thinking and provide impetus for continuous innovation.

The impetus for the Recovery Strategy came out of the work that we have been doing since 2018 with user led charity Inclusion Barnet under the Enablement Partnership. It is fitting that a strategy that is centred around coproduction was produced in partnership with peer experts. Working together we developed the Recovery Strategy with input from 250 people using services across the Trust in workshops, surveys and focus groups. The input of peers in a 'critical friend' role has been invaluable and we have learnt much that we will go on to embed in house with the launch of the Service User Experience and Engagement team (SUEET).

Following structural review, BEH will now have a dedicated team to support the Strategy, composed of peer workers in central positions. The achievements of the Enablement Partnership in increasing the peer workforce, training and development, coproduction, and user centred innovation will be furthered by the Recovery workstreams.

The aim for the strategy is that it embodies, as peer workers do, a culture that permeates throughout the Trust. They are one physical embodiment of a philosophical change. This work reaches into multiple departments and touches each member of the workforce and everyone who accesses our services. The ambition is that we continue as a Trust to make Recovery principles visible and tangible to the people using our services through the workstreams identified.



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Introduction

Welcome to our Recovery Strategy

In the recent decade, recovery has become an important part of national strategies and policies in mental health care. Both the 5 Year Forward View for Mental Health and the NHS Long Term Plan details the importance of supporting individualised recovery and the commitment of the NHS and our partners to support recovery practices. This strategy outlines how we will implement the national recovery drive to support the wellbeing and recovery of people using all our services to ultimately achieve our motto of 'supporting healthy lives'.

What is Recovery?

In mental health services, recovery refers to an individual's journey to wellbeing. While there is no universal definition of recovery, the central ideas of living a full and meaningful life with self-determination and hope are consistent.

"Recovery is not the same thing as being cured. Recovery is a process not an endpoint or a destination. Recovery is an attitude, a way of approaching the day and facing the challenges. Being in recovery means recognising limitations in order to see the limitless possibilities. Recovery means being in control. Recovery is the urge, the wrestle, and the resurrection."

Patricia Deegan – Disability-Rights advocate, psychologist and researcher

"Recovery is about having a good life, with or without symptoms."

Scottish Recovery Network



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The National Agenda

The NHS Long Term Plan (2019)

The NHS Long Term Plan sets out the vision and ambition for NHS services for the next 10 years. Within mental health, the two key commitments include a fully rounded model of care for children and young people and to redesign community mental health services with a focus on employment support, personalised care and psychological therapies amongst others. This strategy ultimately helps to deliver and implement the NHS Long Term Plan through our employment for Peer Workers in community services and other areas. For example this year we have employed a Peer Worker in our child and adolescent mental health services, which will support young people in the transition of care as identified in the NHS Long Term Plan. Recovery-focused care is outlined as the goal in the Long Term Plan for acute mental health units, which fits strategically with the BEH Recovery Strategy.

NHS Mental Health Implementation Plan 2019/2020

The NHS Mental Health Implementation Plan aims to increase the number of peer workers working in mental health in order to implement a recovery focused approach. The fundamental recovery focus throughout the document, which lays out the priorities for an increased spend across mental health services, is underscored by its principle of “Engagement and co-production with local communities, people with lived experience of mental ill health and mental health services, their families and carers, evidenced throughout the plan and included in continued governance structures.” The BEH Recovery Strategy’s emphasis on coproduction, engagement, the value of lived experience and peer worker recruitment initiative all accord with this national implementation plan.

NHS Five Year Forward View (2014)

The 5 Year Forward View aimed to change the way how healthcare is delivered with new models of care emphasising stronger integration between primary and secondary care, physical and mental and health and social care. The Recovery Strategy helps to deliver and implement the 5 Year Forward View through our 4 core recovery-focused goals.

NHS Five Year Forward View for Mental Health (2016)

The 5 Year Forward View for Mental Health made 58 recommendations to improve mental health services. Its particular focus was co-production in service design, delivery and evaluation, early intervention, choice, personalisation and recovery. These agendas are reflected in the Recovery Strategy which drives a co-production approach in the Trust and provides staff with person centred skills and tools.



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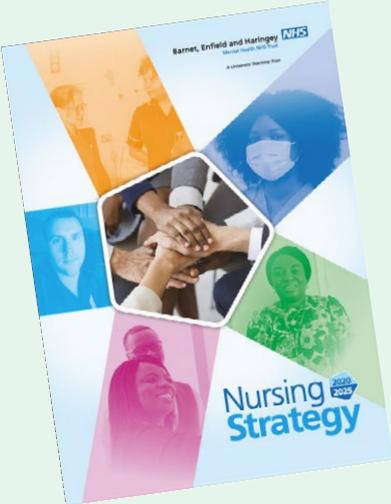
Our Golden Thread

How does the Recovery Strategy fit in?

The principles and goals of the Recovery Strategy underpin our strategic aims set out across our Trust, therefore this strategy can be viewed as a complementary tool to other strategies. The goal and principles detailed in the current strategy will act as a foundation which will support other areas to implement recovery focused and enabling practice.

BEH Clinical Strategy

The Clinical Strategy is composed of 4 key priority areas, which map onto and are in the same order as the 4 goals of the Recovery Strategy. Both strategies highlight the importance of person-centred, whole person care and for that care to be recovery focussed. Both strategies ensure that people using the services are put first, ensuring that no decision is made without them. Comparative work between the authoring teams has ensured alignment. The two strategies run for the same time frame and will be refreshed simultaneously in 2025/26, allowing for further alignment in the future.



Nursing Strategy

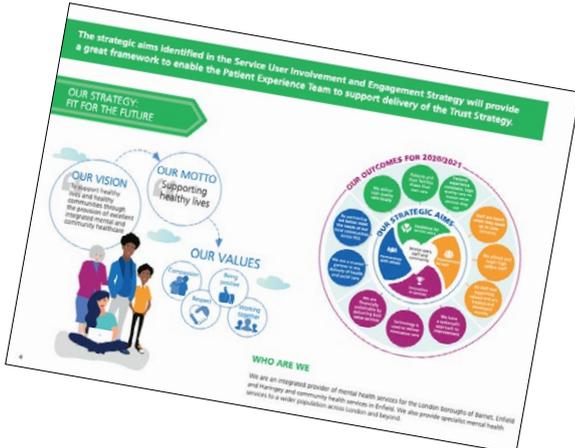
Our Nursing Strategy provides a framework to enable our workforce to support the delivery of the Trust strategy. One of its strategic aims is 'Person-centred Care'. This aim states that "BEH nurses will deliver care that is person-centred and enabling to meet people's needs in a manner that is best for them." This strategic aim aligns with Goal 1, Supporting People and Goal 2, Supporting Staff, within this strategy and Recovery Principles outlined on page 5.

Service User Involvement and Engagement Strategy

This strategy outlines the importance of actively involving service users, their families and carers in shaping, delivering and evaluating their care and the future direction of the Trust. This demonstrates that a recovery approach which values the input of a variety of stakeholders is central to this strategy. This links directly to Goal 3, Enabling Practice and Goal 4 Enabling Systems. Adopting the goals and principles set out in this strategy would support the achievement of the goals set out in our service user involvement and engagement strategy.



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A Co-Produced Strategy

Co-production is about involving people using a service and their family and friends together with staff in service design, delivery and evaluation. Co-production is different from traditional involvement or engagement work because a co-production approach requires 'doing with' in an equal and reciprocal partnership rather than 'doing for' or 'doing to'.

We wanted to create a strategy that reflects the ideas and views of people who use our services to understand how we can support individualised recovery. To achieve this, we set out to co-produce with people who have used our services, people who are currently using our services, staff and the voluntary and community sector (VCS). All the content within this strategy is a collection of over 250 people's ideas and recommendations without any dilution. Our process can be seen below:

Surveyed people who are currently using our services and staff to understand what recovery means to them, why a recovery strategy is important and how we could achieve their vision



Created a first draft based on the ideas provided



Held multiple co-production workshops that were open to all to support the development of strategy and to provide further ideas and feedback



Iterative refinement of the draft strategy based on ideas and feedback from all stakeholders



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The Recovery Principles

We will endeavour to ensure that all our work is underpinned by our recovery principles, which are grounded in a strength-based approach, the recovery model and co-production.



Always aiming to do 'with' people rather than 'to' or 'for' people



Focusing on what people can do rather than what they cannot do



Supporting people to develop skills to help themselves stay well



Working with the whole person and not just their diagnosis



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Enabling Recovery



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Overall Aim: Enabling Recovery

Our overall aim is to enable people to recover from mental health challenges. We take a whole-person approach to recovery by understanding there are many factors, both internal and external that can contribute to a person's recovery. When recovery is viewed from a wider lens beyond treating illness, we can support meaningful and individualised recovery for people.

People using our services highlighted core features of what recovery meant to them, which included:

- ▶ Hope that recovery is possible
- ▶ Personal independence
- ▶ Control and stability
- ▶ Social inclusion Empowerment
- ▶ Access to employment, education and training
- ▶ Access to recovery and social activities

To achieve this aim we have four core goals that we will implement. No single one goal is more important than another, but rather each goal is mutually inclusive and builds upon each other. Our recovery goals will underpin everything we do and ensure recovery is central to all our interactions.



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Goal 1: Supporting People

This goal focuses on empowering people by using a recovery and strengths-based approach. People using our services said recovery and strengths-based approach was important to them as it enables recovery. Therefore, embedding these approaches will create positive cultural change within the Trust. Ensuring everyone understands recovery theory and principles, planting the seed that supports our entire recovery strategy. This goal maps onto Priority area 1 of the Clinical Strategy 'Excellence for Service Users'.

HOW WE WILL ACHIEVE THIS GOAL:

- ▶ Produce a whole person approach recovery model.
- ▶ Ensure there are recovery and social activities in all our in-patient services.
- ▶ Review potential opportunities to expand our Recovery College offer with short courses through 'Wellbeing Colleges' in our in-patient services.
- ▶ Collaborate and utilise local community and voluntary sector organisations to support people in areas beyond mental health such as employment, education, training, welfare, financial, housing across our services.
- ▶ Enable people to be involved and co-produce their care plans and other key decisions.
- ▶ Promote the use of self-management and recovery tools and strategies, such as Wellbeing Recovery Action Plans, to help people self-manage mental health challenges.
- ▶ Create visual literature for people using our services on the recovery and strengths-based approach so they can self-advocate their rights.
- ▶ Create a clear and consistent message on strengths and recovery focused approaches for staff and our partners.
- ▶ Create a social inclusion policy to enable people to be socially included in society through the access of services and opportunities.
- ▶ Place emphasis on mental health illness prevention /crisis prevention across all our services by enabling people to access the right services at the right time, e.g therapy services, Single Point of Access service, Recovery Houses.
- ▶ Share best practice locally and nationally to celebrate achievements.
- ▶ Use social media to engage with people and communities.



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Goal 2: Supporting Staff

This goal focuses on supporting staff and providing them the opportunities to perform at their best. Our staff said when they feel valued and cared for they in turn are able to deliver high quality and caring services for people using our services. This goal maps onto Priority area 2 of the Clinical Strategy – “Empowerment for Staff”.

HOW WE WILL ACHIEVE THIS GOAL:

- ▶ Create training for staff on the recovery and strengths based approach in mental health services.
- ▶ Continue the rollout of trauma informed care training.
- ▶ Deliver training on co-production and user involvement to all divisional senior management teams with a train the trainer approach for frontline staff.
- ▶ Expand our lived experience workforce. Our current aims include recruiting 100 Experts by Experiences by 2021, increasing our Peer Workers by 100% and recruiting different types of Peer Workers in clinical divisions.
- ▶ Actively include and promote staff with lived experience in the recruitment of traditionally roles like clinicians and corporate roles.
- ▶ Embed mental health and wellbeing conversations in supervision, appraisal, learning and development.
- ▶ Ongoing peer workforce supervision, manager support, training teams to work with peers, support with role development
- ▶ Develop positive wellbeing initiatives for all staff through our Trust-wide QI Lived Experience in the Workplace Project. We will introduce a lived experience champion’s scheme, a wellbeing at work plan for staff, peer support groups for staff and a lived experience guide.
- ▶ Create a recovery tools library for staff so they can access and share the newest techniques with people using services
- ▶ Develop Peer Apprenticeships.
- ▶ Plan workforce expansion, recruit, train and retain the very best Peer Workers.
- ▶ Training package to support new Peer Workers, prepare teams to working with a peer worker, involvement in peer worker career development through apprenticeship standard.
- ▶ Bridge the gap between people using the service and becoming a NHS Peer Worker by creating a lived experience career pathway: ‘Patient’ > Expert by Experience > Bank Peer Worker > Peer Worker > Senior Peer Worker > other NHS roles, clinical and corporate.



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Goal 3: Supporting Systems

This goal focuses on supporting systems. The NHS works within the remit of our systems, and so by creating better systems, we can at this stage create the most systematic and significant change to enable people's recovery. This goal maps onto Priority area 3 in the Clinical Strategy, 'Innovation in Services' which focuses on the gathering of evidence and data around best practice. The Recovery Strategy goal 3 is about rolling out recovery focused innovation systemically through the Trust.

HOW WE WILL ACHIEVE THIS GOAL:

- ▶ Develop a 'service user' Non-Executive Director role to sit on the Trust Board to utilise their lived experience and ensure Trust decisions keep people using our services at heart of everything we do. (BEH Service user Involvement and Engagement Strategy 2020)
- ▶ Embed recovery approach in staff recruitment, selection and induction processes.
- ▶ Utilise our Research and Development Department to create original research on systems and processes that create barriers to recovery to inform our service development
- ▶ Review our assessments, environment, communication with people, leave policy, restraint and restrictive practices policy, seclusion policy, discharge process and other policies.
- ▶ Embed the recovery principles and co-production into our Trust Quality Improvement strategy.
- ▶ Continue to refine and improve how we evaluate the implementation of the Recovery Strategy across departments and use the data to improve our services.



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Goal 4: Supporting Practice

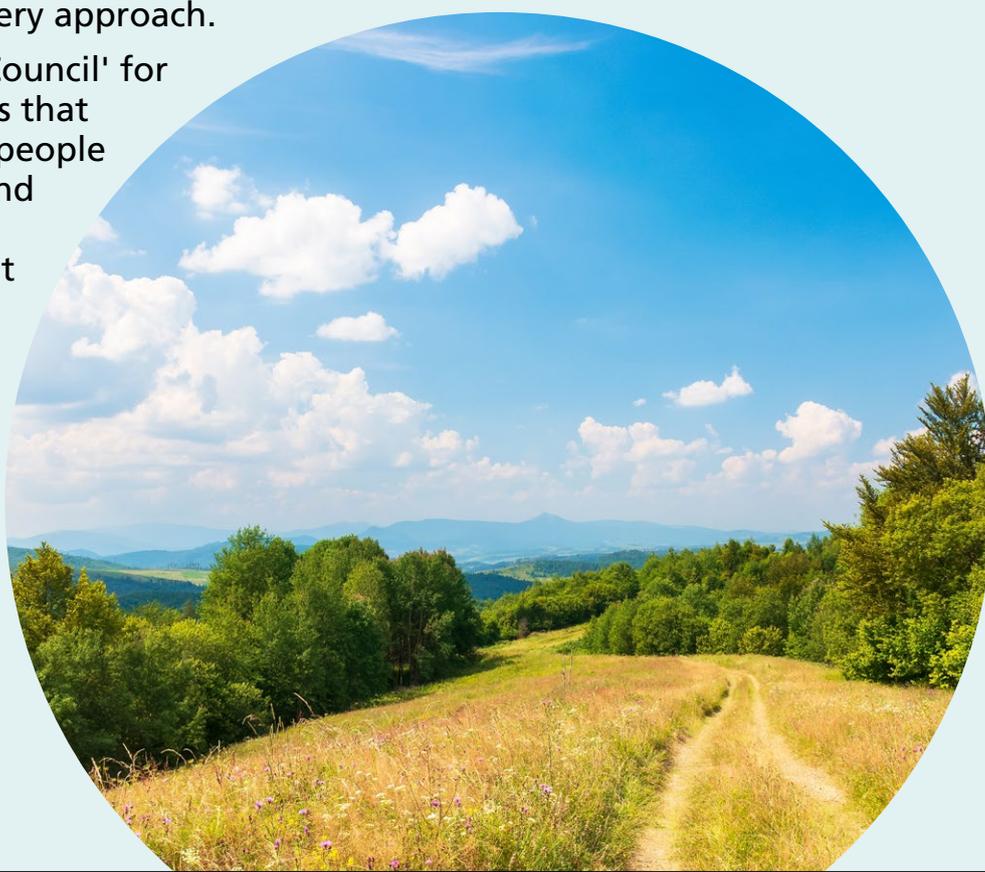
This goal focuses on enabling practice that supports recovery for people. Practice simply refers to what tools staff use, how we work and in what manner, which often becomes ingrained over time. This goal maps against Clinical Strategy Priority area 4 – Partnerships with others. Here the Clinical Strategy focuses on relationships and co-working, a tool for collaboration. The Recovery Strategy focus on coproduction under this goal is a way to support practice that can create fundamental changes in culture towards one of involvement and participation.

HOW WE WILL ACHIEVE THIS GOAL:

- ▶ Embed the use of a BEH My Wellbeing and Safety Plan, which is a self-management and recovery tool, in the care planning process for people who use BEH services, where appropriate.
- ▶ Enable the co-production of all care plans through the Trust-wide implementation of the DIALOG+ care planning tool that follows completely through people's mental health service journey.
- ▶ Develop more recovery focused practices in our services. For example, we are currently developing our three Crisis Prevention Houses with a strong focus on being peer-led and with based in recovery approach.
- ▶ Develop a 'People Council' for each of our divisions that acts as voice of the people using our services and makes decisions on service improvement ideas.
- ▶ Further develop our co-production of services approach. We have already developed a bespoke toolkit and training for staff to provide the knowledge and information required to co-produce services and projects. We will continue to embed co-production across the whole organisation through a train the trainer model.
- ▶ Conduct reflective practice all stakeholders and people using services to create more transparency relationships with all stakeholders.



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Implementation and Evaluation

IMPLEMENTATION

The four workstreams of the Recovery Strategy will be held centrally and monitored by the Service User Experience and Engagement team, reporting monthly to Service User Experience Group, quarterly to the Recovery Strategy Board, monthly to Safe Effective and Experience Group and annually to the Trust Board.

The four workstreams will involve cross departmental work and will replace the Enablement Partnership's programme plan, out of which the Recovery Strategy came.

EVALUATION

We will evaluate the outcomes and impact of our Recovery Strategy by:

- 1 Developing an internal evaluation of the Enablement Recovery Programme.
- 2 Friends and Family Test/'Your Experience' Trust-wide survey.
- 3 National NHS staff survey.
- 4 A specialised moderator who can collate, follow, discuss and implement these reforms.
- 5 User Lead inspections (mini CQC).
- 6 Community mental health survey.
- 7 Monitoring complaints and compliments.
- 8 Enablement Audit
- 9 Qualitative and quantitative data collection



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To find out more about the Recovery Strategy at BEH, please contact the Service User Experience and Engagement team at: beh-tr.recovery@nhs.net

Please let us know if you would like this in any other format or language by contacting beh-tr.recovery@nhs.net



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