



Tees, Esk and Wear Valleys NHS Foundation Trust

RECOVERY/'BUILD BACK BETTER' PLANS

1. Background and Context

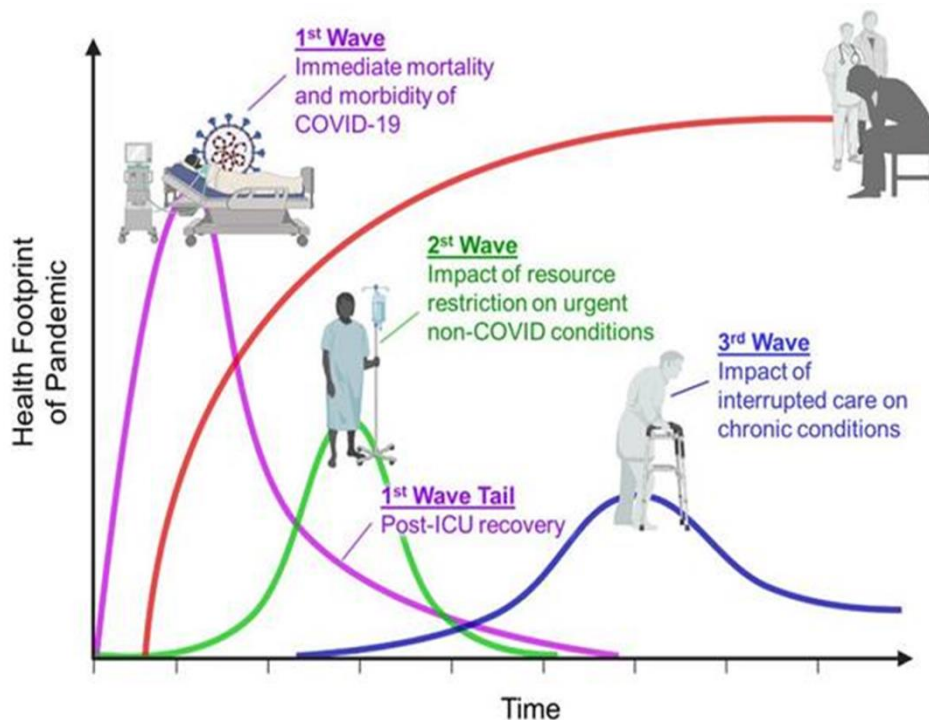
The Trust (TEWV) is currently working hard to plan for Phase 3 and 4 of the pandemic in line with national requirements. When the pandemic started we did not stand down many of our services, but changed the way we were delivering them with an increased focus on remote delivery via telephone or a digital platform. There have been some exceptions to this, including memory clinics for dementia diagnosis and assessments as part of an Autism diagnosis (both for adults and children). However we are still developing plans to ensure that as we move into the next phases we continue to deliver our services. As part of this planning we are currently:

- Developing a model to help us forecast what the implications in terms of the mental health of the populations we serve, and the subsequent potential increase in demand for services, as a consequence of the pandemic. This will include the impact of the anticipated financial downturn and the impact on the emotional health and wellbeing of staff across the system.
- Reviewing the options for how we can reinstate those services we have stood down whilst still maintaining the safety of our staff and service users
- Reflecting on the changes we have made as part of the response phase of the pandemic and identifying which of those we believe it would be helpful to maintain or stop.
- Exploring how we can continue to support the wider system and ensure our services in the future provided is a way that meets the needs of the patients and the wider system
- Looking at how we can get feedback on the changes we have implemented from service users and carers to ensure that we take their views into account in developing our plans
- Considering how we ensure we can maintain appropriate separation of any Covid-19 positive patients that are admitted onto our wards
- Considering how we can ensure that our buildings can support increased numbers of staff to return to work bases whilst still maintaining social distancing/IPC preventative measures. Our current message to staff remains that if they can work from home then this is what they should do, however, as the restrictions get lifted further it may be necessary for more staff to return to their bases.

2. Health Impact Assessment and Demand Forecasting

From work being completed through the Local Resilience Forum (LRF) recovery cell and internally within TEWV, it is clear that TEWV and the wider system should expect a surge of additional mental health demand over the coming months and years. Broadly speaking this will come from:

- **New Covid-19 related demand** - Mental health support for Covid-19 survivors; mental health impact of lockdown on vulnerable groups ; moral injury amongst frontline staff (*all* key workers)
- **Backlog of clinical activity** - Backlog of clinical activity not possible to be done due to restrictions (eg autism assessments, dementia assessments); increased referrals and demand as a result of referring agencies getting back to normality (schools, GPs, social care etc); delayed diagnosis and access to treatment for more routine/non urgent cases resulting in increasing complexity of case loads
- **Exacerbation and relapse of mental health conditions** - Relapse due to impact of Covid19 on mental health, continuity of care, bereavement, changes to social conditions,
- **Long term impact of the socioeconomic consequences** - Impact of unemployment, reduced finances, 'austerity' , relationship breakdown



The Health Impact Assessment, including a mental health and emotional wellbeing impact assessment, led by the LRF recovery group is currently being finalised. This will give a helpful, system-wide picture of the possible impact of COVID and lockdown on the local Darlington community. In parallel, work undertaken in TEWV is in progress to produce a set of indicative figures, by area, of anticipated additional mental health demand over the next 5 years. Although not an exact science, these numbers will be built up through research and evidence from elsewhere, as well as expert clinical judgement. Similar to national predictions, we are anticipating significant volume of additional needs which will challenge systems and TEWV over the next 5 years.

3. Key Issues for Darlington System Working

3.1. Care Homes

Care Homes have been a particular focus for support over the past 4 months and much of this work is being fed into our recovery planning. Our recovery plans, both within TEWV and working with partners, include:

- Continued support directly into Older People's Care Homes (in particular those with EMI provision) to give bespoke support to individual residents and staff
- Continued work with DBC and health commissioners to provide similar bespoke input to specialist (MH/LD) Care Homes, for both residents and staff
- Continuing to build on our offer to care home staff which currently includes
 - Computerised CBT via Talking Changes
 - One off anonymised support over the phone via CNTW
 - 1-1 or other bespoke support for any care home staff via Care Home Liaison Team
 - Self -guided support through the Recovery College
 - New PHE e-learning on Psychological First Aid during COVID-19

Further work (being led by DBC) will help form a future assurance framework for care homes across Darlington.

3.2. Supporting System Activity

The mental health pathway that has been developed to support community hubs will continue to support partners in the system appropriately signpost any mental health need to services. The Recovery College Online continues to introduce new modules and courses/offers as feedback is shared with what the system would find most helpful. There has been positive feedback about this, substantiated by a significant number of increased 'hits' (total of over 13,500 additional hits during just 1 month with almost 12,000 new users).

3.3. Workforce Support

A small working group has been set up to rapidly consider how best as a system we can support the key worker workforce in particular over the coming months through a 'resilience hub' or similar. This will build on the resources put in place through lockdown period (such as the care home support outlined above), but will bring in a range of other services so we are able to provide a more co-ordinated, comprehensive offer.

4. **Key Issues for TEWV Darlington Services**

Within our TEWV services further work has started, to develop the medium and long term plans as we better understand need and demand for services moving forward. This will include feedback from local partners, users and carers about what has worked well over the past 4 months that we need to retain moving forward.

5. **Conclusion and Next Steps**

Over the past 4 months, the Trust has adapted quickly to new ways of delivering services to ensure that we have been able to sustain mental health support for those who need it. This has included the rapid development of targeted new offers to meet different and COVID-specific system need. Recovery plans within the Trust and

Durham and Darlington locality are at a relatively early stage due to a level of uncertainty about future need and demand for services. Whilst there are a number of important steps being taken to provide some rapid mitigation for the expected surge in demand, such as implementation of a 24/7 mental health support line, there is a range of other aspects which we will be focusing on in more detail over the coming weeks. This includes:

- More specific planning (internally and with partners at system level) and service/system development/change based on forecasting work
- Development of a 'resilience hub' or similar for the system workforce to support with any COVID related need
- Embedding a sustainable model to provide enhanced support to the care home sector (older people and specialist providers)
- Proactive planning with schools in anticipation of a level of increased need from September
- Embedding support for community hubs to provide early intervention and community based support for those most vulnerable

Jennifer Illingworth
Director of Operations – Durham & Darlington
Tees, Esk and Wear Valleys NHS Foundation Trust
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