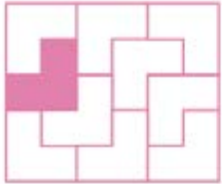




---

## Our 2024 - 2029 plan for:



**Mental  
health**

---

Date of issue: November 2024



## Vision statement

**NCHA's good quality, safe housing and services will promote positive mental health and wellbeing. Our specialist support services for people with enduring mental health needs will use a trauma-informed approach and will follow psychologically informed environment principles (PIE).**

**We will provide support or signposting to all customers and our colleagues will know that their wellbeing is our priority and that they feel seen, heard and valued.**



**Good quality, affordable and safe housing is a vital part of good mental health. Our home shouldn't just be a roof over our head, but also a safe, supportive place to live.**



Mental Health Foundation

## The BIG challenges

According to Mind (Mental Health Facts and Statistics, 2024), the number of people with common mental health problems has increased, and the number of people ending their lives by suicide is also increasing.

As funding for commissioned services is limited, this is causing the complexity of need in supported services to increase, also leading to increased risks.

In NCHA Care and Support services there was an increase in mental health related incidents across all services after the covid pandemic, though the numbers have stabilised in the last two years:

- Self harm incidents increased by 75% from 2019 to 2021, but now remain consistent at around 53 incidents per year.
- Aggression and violent incidents saw a sharp increase in 2021, but are now lower than pre-pandemic levels at 19 per year with a weapon and 128 per year without a weapon.
- At NCHA, colleague wellbeing is impacted by supporting people with complex needs, particularly dealing with incidents. Mental health is a primary reason for colleague sickness absence across NCHA.
- Some of our buildings are not suitable for use, being old conversions with poor layouts and increasing renovation required to bring them up to a standard that supports good mental health.

# Where are we now?

## Customers

- NCHA is a good quality social care provider of mental health specialist support including supported living, care homes, supported housing, outreach, floating support, mental health helplines and mental health triage for 111 health service. Our services are well-regarded and we continue to retain existing services when re-tendered as well as gaining new mental health services that fit with our strategic priorities.
- We have developed a Pathways to Support area on the website, offering a wealth of self-help support and signposting options for their issue or concern. Customer-facing colleagues are receiving training on using the system and how to respond to customers to enhance their wellbeing.
- Assistance from the Community Support team is available to all our customers to avoid homelessness, but there is no face-to-face mental health support available to customers outside of Care and Support.
- Customer-facing colleagues receive training in trauma-informed practices to better support individuals in need. Additionally, we have established a dedicated trauma-informed practice group focused on integrating these principles throughout NCHA.
- We have increased our specialist mental health care and support offer, and we've introduced four new services in Leicestershire, Nottingham City and Nottinghamshire. Additionally, we have enhanced our offer to include additional in-reach accommodation support as an alternative to hospital admission.
- Our Customer Wellbeing team deliver a mental health triage service via NHS 111 services for two NHS trusts.
- Customers in Care and Support have accessed art therapy which has enabled them to achieve greater wellbeing.
- Customer wellbeing is assessed through their journey with NCHA using the Warwick Edinburgh Mental Wellbeing Scale.

---

## Colleagues

- Colleague related actions from the last plan are complete. NCHA has an increased wellbeing offer to colleagues. Colleague Wellbeing Champions are trained in mental health first aid to be aware of signs of poor mental health in both colleagues and customers, and signpost to additional support. One to one counselling is also available internally. A team of colleague de-briefers offer support to individual colleagues and teams following traumatic incidents. We have a policy to support colleague wellbeing.
- In 2024 87% of Care and Support colleagues reported that work is a physically safe place. In mental health services alone it is 97% which is a large increase on the previous year. Our Transforming Care services have the lowest score at 60%.

# Key objectives

## One year

### 1. **Expanding our mental health specialism:**

NCHA will continue to offer great quality support to people with mental health needs in Care and Support projects, reviewing new opportunities as they arise and exploring relocation of services when new properties are developed, including:

- o Transfer the current Stephanie Lodge Resettlement service to Malone Terrace in Clifton to provide brand new accommodation in a quiet and peaceful location, to promote wellbeing and recovery.
- o Establish the brand new mental health re-ablement service across Nottingham City to support people with mental health needs.
- o Establish a joint working project with Nottinghamshire Healthcare Trust to provide a new integrated Community Mental Health Rehabilitation Team.

### 2. **Publicity and awareness:**

We'll promote mental health awareness week every May, to help reduce stigma and discrimination, and raise awareness of mental health. We'll develop an annual communication plan to increase external and internal understanding of mental health and what we have to offer.

## Two year

### 3. **Colleague psychological safety:**

We'll complete the action plan to address colleague safety, including actions around physical safety. We'll aim for a score of over 90% of colleagues saying that work is a physically safe place at the next Great Place to Work Survey.

### 4. **Psychologically informed environments:**

Our environment impacts on our mental health and wellbeing, having a place to call home where people feel safe and relaxed is important. Through the use of our trauma-informed checklist and the help of an interior designer, we will begin to take a fresh look at the environment at two of our Care and Support projects, focusing on improving overall wellbeing.

## Five year

### 5. **Trauma-informed practice:**

We'll increase the number of NCHA colleagues who have attended trauma-informed practice training to increase knowledge and buy-in. We'll develop pathways for the communities and Community Safety team to seek advice from Care and Support when working with customers with mental health needs to share understanding and achieve better outcomes for customers. We'll promote trauma-informed practice using VIP points to highlight where great trauma-informed work happens. We'll review Care and Support customer-facing policies using a trauma-informed lens.

# Delivering the plan

The Complex Mental Health Contracts Manager will be responsible for the delivery of our promise and coordinating the achievement of the objectives by each lead. Each objective will have its own delivery plan or be included in the team plan by their named lead.

# Monitoring and reporting

Progress against the strategic plan will be monitored by the Complex Mental Health Contracts Manager lead who is responsible for progress reports to the Assistant Director of Homes and Wellbeing.

As well as progress updates, this strategic plan will be underpinned by KPIs to measure success, aiming to achieve the stated targets by 2029.



# Our targets

- **90%** customer satisfaction with support around their mental health and wellbeing received in Homes and Wellbeing.
- **90%** of customers are satisfied with their accommodation and report that it helps aid good wellbeing.
- Delivery of one-to-one art therapy sessions to at least 15 service users (or more when delivered as group therapy).
- **80%** of colleagues reported improvement in personal wellbeing.
- **2** wellbeing events have been held for colleagues.
- **50%** of colleagues have been trained in trauma-informed practice in Assets and Property Services, Your Community and Community Safety teams.
- Increased number of critical incident debriefing sessions held.
- Annual communications plan and delivery for Mental Health Awareness Week.

# Glossary

**Mental health:** A state in which someone maintains wellbeing, manages stress, and lives productively.

**Wellbeing:** The state of being comfortable, healthy, or happy.

**Trauma:** A psychological, emotional response to an event or an experience that is deeply distressing or disturbing.

**Vicarious trauma:** The cumulative effects of exposure to information about traumatic events and experiences.

**Mental Health First Aid:** A national programme to teach the skills to respond to the signs of mental illness.

**Psychologically informed environments:** Services that are designed and delivered in a way that takes into account the emotional and psychological needs of the individuals using them and working in them.



# Our business delivery strategies

Being the best we can be for our customers and colleagues by always listening and striving to improve, in an environment that is supportive, inclusive and wellbeing focused.

Alongside the Group Corporate Plan sit five **'Business Delivery Strategies'**, which are relevant to all departments. These are:

- Environmental Sustainability Strategy
- Social Impact Strategy
- Value for Money Strategy
- Our Customers Strategy
- Our Places Strategy.



Taken together, these strategies provide us with the opportunity to pause and reflect on what we've been doing, and then to refocus on the future.

Taking inspiration from these five business delivery strategies, this plan sets out our ambitions for customer experience for the next five years.